If you want to take the recent dockworkers' strike, this was a question of control of jobs; the workload. If you take the newspaper strike it is the same thing. But any strike that you can name I venture will fall within one of these four areas. Now, on lots of things that people think we have trouble about, we really do not. Wages really are not ever very much of a problem because the union's economists are just as good as our economists and we do not really have too much variance as to the amount. We sometimes vary as to computing the cost, to the extent that in 1962 we got into the absurdity of having to have a "neutral" computer to run our figures. And oddly enough, putting the same data in the same answers came out. But we used a Carnegie Tech computer to make sure that this was all on the up and up, having previously used U.S. Steel's computer. But these absurdities arise.

I have said earlier that the men who go into the union offices are generally untrained. However, I should also have added that all of the unions hire specialists in law, in actuarial science, in industrial engineering; and these people generally have a high degree of competence. I think that the professional staffs that the unions have are certainly equally capable with ours, and when you run into an occasional person like Justice Goldberg I would say they are better. But he is an outstanding person in any field.

On some things such as safety, where both parties are concerned with the physical welfare of the individual you get a high degree of cooperation. Now, one of the trends in the United States at the present time is a great desire, apparently, to avoid conflict. President Kennedy, in his speech at Yale, talked about the continuing dialogue and this has gotten over into labor-management relations. People want you to talk things out rather than resort to force. And there is a great deal in this, because most strikes do not determine anything except who is the stronger. On the other hand, in our society many things come out of conflict.

For instance, I think of the social movement at the moment, of trying to get the Negro a fair shake--and I think he is going to make much more progress because of conflict. So you have got to strike a balance in the society; when is conflict good and when is it bad; when are you willing to pay for inconvenience, and when are you not. But generally speaking, the people in our country do not like inconvenience. And if a management and union come to a strike and inconvenience somebody, from the standpoint of the general public it is going to be "A plague on both your houses."