

which on paper is ever so logical and efficient, will not work if goodwill and mutual confidence are lacking. As has recently been said by a well-known Australian industrialist:

"The great internal problem facing all of us is to find out how all sections of a democracy can live together in reasonable comfort—ever disputing, ever striving for improvement, but with inherent mutual consideration and

respect. If we fail, the only alternative is dictatorship."

There is reason to believe that Canadian employers and employees alike realize that in this war against dictatorship the democratic way of doing things is being put to the test not only on the battlefield, but in this problem that confronts them of "how to live together in reasonable comfort".

II.

FROM LABOUR'S POINT OF VIEW

By TOM MOORE

A TOTAL war such as this in which Canada is now engaged permits of no half-way measures, either military or economic. Every resource at command must be applied to the end that victory is assured.

In applying ourselves to this task great care should be exercised to ensure that every step taken is essential and aimed to accomplish the desired end. While there is yet no evidence that the same drastic steps which England found necessary to take to control all industrial activity are essential in Canada, it cannot be disputed that it is imperative that there be a thorough overhauling of our methods of production.

All engaged in industry have a responsibility to see that waste is eliminated and frictions kept to the minimum.

Whatever modifications of existing conditions are thought essential should only be undertaken after consultation with those primarily affected, and every effort made to secure their acceptance by voluntary agreement.

Where any sacrifice of existing conditions is called for, then this should not be one-sided but be demanded first from those best able to bear it.

The first call upon industry is for war supplies so that no life will be needlessly sacrificed for the lack of ample supplies,

equipment and munitions for our fighting forces. To accomplish this our productive capacity of these things must be expanded to the full. Our ability to do this depends upon the efficiency displayed in the application of labor power to the transformation of available raw materials into finished products.

Canada cannot afford in times like these to continue the waste of unemployment and until the quarter of a million or more presently unemployed are given useful jobs to do, it is foolish to talk of extending the hours of those already at work, with the exception, of course, of such as may be required to meet the exigencies of special circumstances. Plants and machinery must be the first to be put on the twenty-four-hour-day and seven-day-week to meet the call for increased production from war industries.

Experience has proved that where hours of labor are unduly extended, production drops. It would seem therefore that the best policy to follow would be that of shift work rather than overtime. This would have the further benefit of providing jobs for those presently unemployed.

It must be recognized, however, that the high standards set for individual workers which have been achieved by the process of discarding everybody but the best during the long years of de-

pression, cannot be immediately met by those who, though in possession of the basic skill, are called to perform operations which in many cases may be somewhat different to those they were formerly accustomed to.

Training of youth has been woefully neglected in the past and however vigorously undertaken now, cannot immediately produce recruits for the more highly skilled occupations. Notwithstanding this, training schemes should be accelerated and extended and apprenticeship training given to the greatest possible extent.

There is another reservoir from which skilled workers can be drawn, and that is from amongst those in the older age brackets which the depression and intense competition have driven from their former occupations. No time should be lost to furnish refresher courses to these men in order that their skill and experience may be used where it is most urgently needed.

Again, there are others who, finding it impossible to maintain a decent standard of living in the occupations for which they were trained, have sought to obtain their livelihood in other fields, many of which are comparatively unimportant in the present crisis. Every opportunity should be afforded, and encouragement given these to once more devote their skill where it can be of the greatest service to the State. These are among the essential first steps to be taken to increase productivity.

Next comes the problem of the proper allocation of workers to the task they are best fitted to perform. Again, we suffer from neglect to build our employment service to enable it to function properly and here there is call for prompt action to re-organize this in such a way that it can perform the duty of bringing the man and the job together with the least delay. To do this, it is necessary for information to be gathered both as to the immediate labor requirements of wartime industries as well as those of the near future. To supplement the work of the employment service, the machinery of the Trade Union Movement should

be made the fullest use of and its co-operation frankly and freely accepted. Prompt action is here again essential if the most efficient labor supply is to be secured with the least delay and in an intelligent and organized manner.

While these things are being done, attention should be paid to the advisability of limiting consumption of what might be roughly designated as non-essentials or luxuries. In this respect care must be exercised that no obstacles are placed in the way of those who, as a result of long years of unemployment or short time work have been compelled to live on the verge of destitution, now seek to provide themselves with the ordinary necessities of a decent standard of living.

But above this far too numerous class there are many who can well postpone their purchases of non-essentials until the war is won. To achieve this it is not necessary or advisable to seek either wage reductions or introduce a scheme such as that advocated by Professor Keynes of compulsory savings. One form of this, however, which would be acceptable to workers and has long been sought by them is the enactment of contributory unemployment insurance. By this means a protective fund can be accumulated while unemployment is at a minimum that will serve as a first line of defence when the inevitable unemployment consequent upon the transfer back from a wartime to peacetime economy occurs.

This is not the place to enter into details respecting this beneficial measure, but warning should be given against taking too seriously the arguments of those who are opposed to any such legislation. Experience of other countries disproves their assertions and shows clearly that in war or peace, unemployment insurance is a sound policy.

This, however, can, at the inception, only provide a very limited avenue for a part of those in a position to save. It is here that the voluntary saving scheme made possible by the sale of war saving stamps and certificates comes into the picture. Every dollar placed at the disposal of the Government in this way

is a protection against a rapid rise in prices especially of non-essential goods which will undoubtedly be produced in decreasing volume as the war continues. It gives the Government money to spend in the furthering of the war effort and places in the hands of the individual a cushion of purchasing power which will be invaluable when the war ends, as end it must sooner or later.

This, however, is only part of the picture. Every endeavour must be exerted to avoid stoppage of work in war industries, and given the proper spirit of willingness on the part of employers to recognize the right of workers to organize and to accept their organizations as the medium of reaching agreement on matters at issue, comparatively few difficulties that cannot be immediately adjusted should occur. When this does happen, however, then immediate recourse should be had to the Government services of investigation and conciliation as a means of reaching a fair settlement of the dispute.

As soon as war was declared last September, the Trades and Labor Congress of Canada made known to the Federal Government its willingness to accept an extension of the Industrial Disputes Investigation Act to wartime industries as a means of avoiding unnecessary conflict. It was suggested at that time that the Government might, with benefit to all, issue a declaration of principles which would guide both employers and workers in their relationship toward each other and to the public during

wartime. Perhaps before this article appears in print, this long standing request may have been complied with.

It cannot be too strongly emphasized that our defence forces depend on an uninterrupted supply of food, munitions and equipment and anything less than this should not be thought of. To carry this out, all partners in industry must play their part. Profits have no place in this life and death struggle in which we are now engaged. Neither is it the time to refuse to frankly recognize that while capital and management are essential to industry, those who actually perform the day by day operations are equally important. Proper industrial relations, significant as they are for the smooth operation of industry in peacetime, become all important in times of war.

Where, therefore, such are not established by co-operation between employers and workers, it becomes the duty of the Government to see that failure to do so does not interfere with the volume of production essential both to meet the requirements of war and as far as may be possible, the maintenance of decent standards of living.

Labor realises full well that to lose the war is to lose all, and for that reason will readily respond to any justifiable call for action. It has a right, however, to be assured that in doing so its patriotism is not being exploited to needlessly break down conditions that it has taken the organized workers more than half a century to build up.