



EMPLOYEES' REPRESENTATION IN COAL MINES

By BEN M. SELEKMAN *and* MARY VAN KLEECK

Facts for Those Who Ask—

Does employes' representation bring peace between capital and labor?

Is employes' representation practicable for American industry?

Why the perennial controversy between coal miners and mine operators?

What is and what should be the relation between employes' representation and trade unionism?

RUSSELL SAGE FOUNDATION, NEW YORK

Price \$2.00

Dhananjayrao Gadgil Library



GIPE-PUNE-004644

INDUSTRIAL RELATIONS SERIES

EMPLOYEES'
REPRESENTATION
IN COAL MINES

A STUDY OF
THE INDUSTRIAL REPRESENTATION PLAN OF
THE COLORADO FUEL AND IRON COMPANY

BY

BEN M. SELEKMAN

AND

MARY VAN KLEECK

OF DEPARTMENT OF INDUSTRIAL STUDIES
OF RUSSELL SAGE FOUNDATION



NEW YORK
RUSSELL SAGE FOUNDATION

1924

X9 (D3551): 981.7343

F4

4644

Copyright, 1924, by
RUSSELL SAGE FOUNDATION

WM. F. FELL CO. PRINTERS
PHILADELPHIA



FOREWORD
TO INDUSTRIAL RELATIONS SERIES

BY MARY VAN KLEECK,

Director of Industrial Studies, Russell Sage Foundation

“WAGE-EARNERS’ participation in management” is the general title under which the Department of Industrial Studies of the Russell Sage Foundation is carrying forward a series of investigations of new experiments in the organization of relations between employers and employes in industrial enterprises in the United States.¹

The series was planned in 1919 after interviews with a number of persons, including engineers, social workers, investigators, government officials, employers, and representatives of labor, whose advice had been sought as to how the Foundation could most effectively contribute toward the improvement of human relations in industry. The consensus of opinion seemed to be that there was great need to record the experience of those industries in which definite effort had been made to give wage-earners a voice in matters affecting their employment. These efforts had taken forms varying from conferences between employers and employes on wages, hours, and other conditions of employment to genuine participation by the workers in management.

These experiments include many kinds of organiza-

¹ The studies thus far made by the Foundation, or in progress, include the Industrial Representation Plan of the Colorado Fuel and Iron Company in its coal mines and in its steel works, the Partnership Plan of the Dutchess Bleachery, the Works Council of Rock Island Arsenal, and the employment policies of William Filene’s Sons in their store in Boston.

FOREWORD

tion under many different names, but roughly they may be grouped into two major types; (1) those which are limited to a single company or to one plant, as are practically all of the forms known as employees' representation plans; and (2) those which may include an entire industry, with machinery for joint negotiation between groups of employers on the one hand and trade unions of employes on the other, such as are found in the women's garment trades and the mining industry.

Neither the typical plan for employees' representation, nor the usual trade union can be characterized as aiming primarily to provide opportunity for wage-earners to participate in management. Nevertheless the object of our interest in all these experiments is the status they give to wage-earners as measured by the workers' opportunity to share in decisions affecting industrial relations. We are not primarily concerned with the conditions established, the rates of wages paid or the hours worked except as these are the result of a larger influence on the part of employes. Our chief concern is to find out by what procedure conditions have been established and, particularly, how effective the voice of the workers has been in the process of determining them. Beyond this lies the important question of how an industrial enterprise can be conducted so that the relations between employers and employes shall square with American ideals of democracy and brotherhood. Co-operation is sometimes a vague word to conjure with, but in its accurate meaning of "working together" it represents not only an ideal but a practical necessity in carrying on the specialized and complicated economic processes of modern industrial society. It is to give the more substantial content of actual experience to our aspirations

FOREWORD

for more satisfactory relationships in industry that studies of typical experiments are needed.

As to the desirability of better co-operation in industry, no important difference of opinion can be found. As to the best methods of bringing it about, however, opinions are many and at times bitterly at variance. A very effective way of stimulating better co-operation between workers and managerial officials in any industry or in any single establishment is to show them how it is being achieved elsewhere. One of the best means of correcting the prejudices of uninformed public opinion, which often increases antagonism between employers and employes, is to focus attention, not upon a particular conflict which may at the moment be distracting men's minds, but upon the practical steps that are being taken to establish the relations of labor and management regularly and permanently on a democratic, just and sound basis, with proper regard also for the interests of the consumer. We are not interested merely in a record of success. An experience which reveals mistakes and difficulties and points the way toward more effective next steps is also a genuine contribution to progress.

To accomplish practical results a study of such experimental steps in human relations must interpret with equal accuracy the attitude of mind of the workers—their aims, their motives and their standards—and the problems and difficulties of management. A true record of actual procedure and its results should make it possible for those who are now responsible for policies in industry to learn from one another's experience. To contribute to that kind of exchange of experience is the aim of the Foundation in these studies of industrial relations.

TABLE OF CONTENTS

	PAGE
FOREWORD TO INDUSTRIAL RELATIONS SERIES	
By MARY VAN KLEECK	iii
LIST OF TABLES AND MAP	xiii
SYNOPSIS	xv

INTRODUCTION

PURPOSE AND METHODS OF THE INVESTIGATION	xxvii
--	-------

PART I. HISTORY

CHAP.

I.	THE PROBLEM OF EMPLOYEES' REPRESENTATION	3
II.	BEGINNINGS OF EMPLOYEES' REPRESENTATION	9
	Objects of the Strike of 1913	9
	President Wilson Proposes a Truce	12
	Suggestions to the Company from Mr. Rockefeller	13
	The Nucleus of the Plan	14
	Plans of the Company Officials	20
	Introduction of the Plan for Representation	24
	The Vote of the Miners	27
III.	THE COMPANY'S PURPOSES IN EMPLOYEES' REPRESENTATION	28
	The Four Parties to Industry	28
	A New Spirit Required	29
	The Need for Conference	30
	Recognition of Wage-earners as Men	31
	Representation the Principle	31
	Preventing Injustice by Local Officials	32
	Voluntary Action without Compulsion	33
	Organization within each Company	34
	Difference between Trade Unionism and Employees' Representation	35
	Harmonious Relations within one Company	36

EMPLOYEES' REPRESENTATION IN COAL MINES

PART II. THE MINER'S WORK

CHAP.		PAGE
IV.	COAL MINING AS AN OCCUPATION	41
	A Coal Mine Described	41
	A Working Place	43
	Pick Mining	44
	Machine Mining	45
	Piece Workers and Company Men	46
	The Mine Foreman	46
	The Fire Boss	47
	The State Mine Inspector	47
	The Company's Chief Mine Inspector	48
	The Superintendent	48
	Allotment of Working Places	49
	Securing Supplies	51
	"Dead Work"	51
	Supply of Mine Cars	53
	The Characteristics of Coal Mining	53

PART III. THE PLAN

V.	THE REPRESENTATION PLAN	59
	Election of Employees' Representatives	60
	District Conferences	63
	Joint Committees in Each District	63
	Supervision of Safety, Housing, Health, Education, and Recreation	65
	The Joint Committee on Industrial Co-operation and Conciliation	65
	Provision for Arbitration	66
	Joint Annual Meetings	67
	Relation of the President to the Plan.	67
	The President's Industrial Representative	69
	Expense of Administration	70
	A "Trade Agreement"	70
	Fundamental Rights Recognized	72

TABLE OF CONTENTS

CHAP.	PAGE
VI. THE EMPLOYEES' REPRESENTATIVES	74
Subjects for Action by Representatives.	74
Functions in the Written Plan	74
Representatives' Share in Reporting Grievances	76
Financial Status	77
The Status of Employes	79
Elections	80
Occupations of Representatives	84
Meetings	86
The Need for a General Representative of Employes	89
Past Activities of Representatives	96
VII. RESPONSIBILITIES OF LOCAL MINE OFFICIALS	99
The Power of Discharge	100
Limitations on the Power of Discharge	102
Superintendents and Foremen in the Representation Plan	103
The Superintendent a Community Organizer	105
Changes through Employes' Representation	106
The Problem of Developing Local Officials	107
Dangers in Superintendents' Authority	110
PART IV. THE PLAN IN PRACTICE	
VIII. THE WORK OF COMMITTEES	115
Housing	117
Health and Medical Service	129
Employes' Objections to Physical Examination	134
Safety and Accidents	137
Education and Recreation	139
Employes' Representation in Community Life	143
IX. HOW GRIEVANCES ARE ADJUSTED	148
Procedure	149
Adjustments by the President's Industrial Representatives	149

EMPLOYEES' REPRESENTATION IN COAL MINES

CHAP.	PAGE
IX. <i>(Continued)</i>	
Joint Committee on Industrial Co-operation and Conciliation	156
Local Settlement	163
Some Adjustments Unsatisfactory to Employees	165
X. SOME UNREPORTED GRIEVANCES	177
Grievances not Reported	177
A Report on Starkville	178
Miners' Grievances at Starkville	179
Unreported Grievances in Walsen District	186
The Weakness of Representatives	188
Representatives' Views	194
Possible Supervision of Employment Policies	197
The Age Limit in the Pension Plan	197
Sharing Decisions with Wage-earners	202
XI. GRIEVANCES OVER COMPENSATION.	204
Daily Adjustments in Compensation	205
Rates for Cross-bars	207
Weights	216
Cleaning Up "Falls"	219
Rock	228
XII. WAGES AND SECURITY IN EMPLOYMENT	232
Wages in the Plan	232
Setting Wage Rates	234
Wage Increases Since 1915	236
Wages in 1920	245
Wage Reductions in 1921	247.
PART V. THE TRADE UNION IN COLORADO	
XIII. THE UNITED MINE WORKERS IN COLORADO	269
National, District, and Local Organization	272
Past Efforts to Organize the Colorado Fuel and Iron Company.	275
Factions in the Union	277

TABLE OF CONTENTS

CHAP.	PAGE
XIII. (Continued)	
The Threatened Strike of 1917	280
Strikes of 1919 and 1921	284
Attitude of the Union Toward the Representation Plan	286
Trade Unionists' Objections to the Plan	288
Method of Inaugurating the Plan	288
Method of Conducting Elections	292
Lack of Check-weighmen	292
Wages not Determined by the Plan	292
Improvements Due to the Union	294
No Resources for Strikes	294
Activities of the Union Against the Plan	295
XIV. COLORADO MINERS IN THE STRIKE OF 1919	303
The Company's Efforts to Prevent the Strike	308
Extent of the Strike in the Colorado Fuel and Iron Company	310
XV. THE COMPANY IN THE STRIKE OF 1919	325
Excluding Organizers from Camps	325
Excluding a Number from Re-employment	328
The Card for Employment	329
The Company's Statement of Policy	333
Assignment of Inferior Work-places to Strikers	337
A Strike for Re-employment	339
XVI. THE INDUSTRIAL REPRESENTATION PLAN VERSUS TRADE UNIONISM	350
The Policy of No Discrimination	351
Changes Since 1915	356
The Company Confers with Labor Leaders	358
Admission of Union Organizers to Camps	361
Union Meetings Outside the Camps	365
The Policy of the Y.M.C.A.	366
The Company's Criticisms of the Union	372
National Organization	377

EMPLOYEES' REPRESENTATION IN COAL MINES

PART VI. CONCLUSION

CHAP.		PAGE
XVII.	AN INCOMPLETE EXPERIMENT	381
	The Constitution	381
	The First Agreement	382
	Unwritten Laws and Practices.	383
	The Judicial Function	384
	Enforcement a Managerial Function	384
	The Legislative Function	385
	Employes Given No Responsibility for Decisions	385
	No Participation in National Standards	387
	The Need for an Industrial Code	390
	An Opportunity in Colorado	392
	Next Steps in the Colorado Fuel and Iron Company	395

APPENDICES

A.	Plan of Representation of Employes of the Colorado Fuel and Iron Company in the Company's Mining Camps of Colorado and Wyoming	401
	Memorandum of Agreement Respecting Employment, Living and Working Conditions	416
B.	Joint Representation of Employes and Management and Procedure in Industrial Relations. Consolidated Form for Mines, Steel Works and Quarries.	421
	INDEX	439

LIST OF TABLES AND MAP

PAGE

Map of Industrial Properties of the Colorado Fuel and Iron Company	<i>Facing</i> 60
--	------------------

TABLE

1. Number and Type of Questions Brought up by Employees, in Coal and Iron Mines and on Colorado and Wyoming Railway, of the Colorado Fuel and Iron Company, for Consideration by the President's Industrial Representatives, in 1920	150
2. Number and Type of Questions Adjusted Under the Industrial Representation Plan at the Coal Mines of the Colorado Fuel and Iron Company in 1922	152
3. Size of Force and Output in 15 Mines of the Colorado Fuel and Iron Company during October, 1919, and during Strike Period, November 1-11, 1919	311
4. Size of Force and Output in Four Mines in the Trinidad District of the Colorado Fuel and Iron Company during October, 1919, and during Strike Period, November 1-11, 1919	314
5. Size of Force and Output in all Mines in the Canon and Western Slope Districts of the Colorado Fuel and Iron Company during October, 1919, and during Strike Period, November 1-11, 1919	316
6. Size of Force and Output in all Mines in the Walsenburg District of the Colorado Fuel and Iron Company during October, 1919, and during Strike Period, November 1-11, 1919	323

SYNOPSIS

INTRODUCTION—PURPOSE AND METHODS OF THE INVESTIGATION

How a company which operates more than 20 bituminous coal mines, a large steel works, and a railroad in Colorado undertook to organize its relations with its workers by instituting a plan of employes' representation is the subject of this report. The relation of John D. Rockefeller, Jr., to the plan, by reason of which it is sometimes called the Rockefeller Plan, is described. It was an outgrowth of the Colorado strike in 1913 and 1914, and the first prominent experiment in establishing employes' representation. It has been copied by other industrial establishments. Hence we studied the operation of the plan in both the mines and the steel works of the Colorado Fuel and Iron Company as part of a series of inquiries into industrial relations because we believe that the problems which the company encountered in putting the plan into execution are typical and that the experience gained should be analyzed.

The methods of the inquiry are described in detail. A tentative draft of the study was submitted to officials of the company and every fact which they disputed was carefully re-examined.

CHAPTER I—THE PROBLEM OF EMPLOYES' REPRESENTATION

The growth of the company is described in order to show the complexity of large-scale industry and the loss of that personal relationship between management and men which Mr. Rockefeller believes to be the most important problem in industrial relations. The purpose of the plan was to restore this personal relationship. The questions which we undertook to ask are summarized as follows:

(1) Are the conditions of living and working more wholesome and happy for men and their families, as a result of the plan, in the camps and the steel works of the Colorado Fuel and Iron Company?

(2) Are the miners and steel workers satisfied as men that their interests are protected in decisions regarding

EMPLOYEES' REPRESENTATION IN COAL MINES

wages, hours, or other conditions of work, and regarding the aspects of community life, political and social, which affect them?

(3) Does employees' representation, as practiced in this company, give stimulus to efficient service in the public interest?

CHAPTER II—BEGINNINGS OF EMPLOYEES' REPRESENTATION

Correspondence and testimony given to the Industrial Relations Commission by Mr. Rockefeller and W. L. Mackenzie King and officers of the company, relating to the strike of 1913 and 1914, are quoted to show the origin of the plan and how its provisions were finally developed.

CHAPTER III—THE COMPANY'S PURPOSES IN EMPLOYEES' REPRESENTATION

Mr. Rockefeller's speeches and statements made to us by officers of the company disclose their purposes in establishing the plan. President Welborn's statement, quoted at the end of the chapter, is an accurate summary of their aims.

The purpose of the plan he defined briefly to be the establishment of such direct relationship between managers of the company and employes as shall insure their confidence in the fair dealing of the company and shall bring to the company value received, so to speak, in the form of loyalty from the workers. The idea of "representation in industry" includes, he believed, actual participation by employes in determining working and living conditions. Representation in industry, he said, could be defined as collective bargaining.

CHAPTER IV—COAL MINING AS AN OCCUPATION

The interior of a coal mine and the various tasks involved in mining are portrayed. The work of the mine foreman, the state mine inspector, the superintendent, and other employes, is examined and the difficulties of coal mining described.

It is shown that the physical nature of coal mining makes for changes day by day in the conditions encountered in a working place, for variations in earnings, and for differences of opinion as to what should be paid for certain tasks.

SYNOPSIS

Work-places change almost daily as the mine is extended further along its underground course. It is an industry where disputes of more or less importance constantly arise. The remoteness of the camps where the miners live and the dangers of mining have given unlimited authority to the superintendent and foreman which has led to abuses of power and to injustices unknown to higher officials. Out of these natural conditions of mining grows the need for some means of appeal by the men to higher officials.

CHAPTER V—THE REPRESENTATION PLAN

The essential features of the plan are outlined. At each mine two or more representatives, in accordance with the number of men employed, are elected to serve for one year. These employes' representatives from all branches of the company come together in an annual meeting with an equal number of company officials. In addition, district meetings are held every four months for the camps in each of the five districts. At these conferences any matters which employes desire to have discussed can be brought up for consideration with representatives of the management. In each district there are four joint committees composed of equal numbers of employes and officials to consider: (1) safety and accidents; (2) sanitation, health, and housing; (3) recreation and education; (4) industrial co-operation and conciliation. The relation of the president of the company to the plan as its administrator is shown. The "trade agreement" regarding working conditions and "fundamental rights" is examined.

CHAPTER VI—THE EMPLOYES' REPRESENTATIVES

The functions of the employes' representatives, the occupational groups they represent, and the weakness of their position as described by the miners are given in detail. The representatives are men who work in the mines and who, as employes of the company, do not feel free to act in opposition to the company's interest in defense of fellow-employes. The realization of this weakness at one time led employes to suggest the need for a general representative, paid by the employes, who would give his whole time to the work, as does the president's industrial representative. This suggestion was acceptable to the company. It was, however, finally voted down by the miners, partly

EMPLOYEES' REPRESENTATION IN COAL MINES

because the general manager of the fuel department actively campaigned for it, partly because the miners did not believe that an employees' representative would accomplish much for them, and partly because they would be obliged to elect one of their fellow-workers for the office, which they said would continue a weakness of the present plan. The activities of representatives in behalf of their constituents at the time of our inquiry are described.

CHAPTER VII—RESPONSIBILITIES OF LOCAL MINE OFFICIALS

The way in which the company has voluntarily limited the power of the superintendent to discharge is discussed. The responsibilities of the superintendent and foreman in a plan of employees' representation are analyzed to show how difficult is the problem of administration, and that a new type of superintendent and foreman must be trained.

CHAPTER VIII—THE WORK OF COMMITTEES

The company is shown to have been a pioneer in welfare work which was developed prior to 1890 by Dr. Corwin, its present chief surgeon. The excellent housing conditions and the attractive communities are described. The procedure of the various joint committees is fully analyzed in order to show just how far employees display initiative. The conclusion is that abuses through compulsory buying in company stores are things of the past; that inevitable complaints against prices are dealt with promptly and frankly through the representation plan; that the old influence of the company in county and state politics, so much discussed in 1913, is no longer exercised; that life in the camps is happier and more healthful, and opportunities for schooling are greatly improved. But our examination of the procedure of the joint committees has shown that these changes are due primarily to the initiative of management. Employees are not given responsibility for decisions.

CHAPTER IX—HOW GRIEVANCES ARE ADJUSTED

The adjustment of grievances was one of the primary purposes of the plan. Cases are cited to illustrate the procedure of adjustment. The work of the Joint Committee on Industrial Co-operation and Conciliation is described, and also the methods followed by the president's industrial representative in settling difficulties. The chapter contains

SYNOPSIS

material taken largely from minutes of meetings of joint committees and from reports and conferences of the president's industrial representatives. Several complaints which were unsatisfactorily adjusted are described. The facts show that the employes are not making use of the plan for the presentation of grievances.

CHAPTER X—SOME UNREPORTED GRIEVANCES

Grievances brought to our attention by employes which had never been referred to employes' representatives or to higher officials were carefully investigated. This chapter contains the results of the inquiry. In various mines a number of complaints were discovered which arose out of conditions due to coal mining, but we could find no record to indicate that the president's industrial representative had detected them or that the employes' representatives had acted upon them even when aware of their existence. Although the first function of an employes' representative is to be a connecting link between management and employes for the adjustment of grievances, in actual practice the employes' representative does not deal with all grievances and he does not have a definite share in decisions. This lack of responsibility on the part of employes' representatives is a fundamental defect in the plan as it is conceived and practiced. Unless they are given definite responsibility it is difficult to retain the interest of the men.

CHAPTER XI—GRIEVANCES OVER COMPENSATION

The daily adjustments of pay for extra tasks, such as removing rock, cleaning up falls, and putting up props and cross-bars, are described. Instances are cited where employes' representatives were asked to share in decisions; others are cited where their disappointment was voiced to us because rates were set in the mines where they worked without their being consulted. This practice has led some of the staunchest friends of the plan among the miners to declare that the plan may be all right as a means of settling small disputes, but that it does not give the men a definite share in determining what the conditions shall be. We have found that the activities of the employes' representatives have been chiefly confined to bringing complaints to the attention of officials. Officials have the power of final decision.

EMPLOYEES' REPRESENTATION IN COAL MINES

CHAPTER XII—WAGES AND SECURITY IN EMPLOYMENT

It is the custom of the company to accept the wage scale of its competitors as its own. An account is given of each of the wage increases since the establishment of the plan in 1915. With the exception of the increase of 1919, all increases were made during the period of the war, with a certain measure of sanction by the national government. It was the United Mine Workers of America which took the initiative in securing all these wage increases, and statements made by the company indicate that it felt obliged to accept its competitors' rates. This situation is a cause of discontent among the employes of the company, who reason that except for the efforts of the United Mine Workers they would not have received these increases. The idea is constantly kept alive among the miners that their wage scale is protected by the union but that, as the company has no dealings with the union, its employes have no opportunity to express their views on the wage scale. Moreover, many miners feel that they do not share in the burden which union members assume when striking for higher wages.

The only instance of the determination of wages within the company without reference to its competitors was a reduction of 30 per cent in 1921. This reduction resulted in a strike and in the intervention of the Industrial Commission of Colorado. The Colorado law creating the commission requires that it must be notified thirty days in advance of a change in wages or other working conditions, unless such changes are made by mutual agreement between employer and employes. The real question at issue in the mines of the Colorado Fuel and Iron Company was, therefore, whether the new wage scale was the result of a joint agreement between the company and its employes. The company demonstrated that the agreement of the employes had been secured through a petition to reduce wages which had been circulated in the mines for the personal signature of the men. The commission declared that the company was within the law in making the reduction without the thirty days' notice required, as noted, in the absence of a collective bargain. Following the decision of the commission the employes again struck. The 30 per cent wage reduction remained in force, however. The employes joined in the strike of 1922. After that strike was settled nationally, the Colorado Fuel and Iron Company restored

SYNOPSIS

the 30 per cent reduction made in 1921 and thus again equalized its wage scale with that of its competitors.

CHAPTER XIII—THE UNITED MINE WORKERS IN COLORADO

The form of organization of the United Mine Workers of America is described, and the past efforts of the union to organize the Colorado Fuel and Iron Company are briefly summarized. An account is given of the factions in the union following the strike of 1914, and the effect that dissension within the union has had upon both the company and the miners. The efforts to organize the employes of the company and to call a strike in 1917, finally averted by former President White of the United Mine Workers, are described. The opposition of the union to the representation plan and the attitude toward it of union members employed by the company are told in detail. In general, the attitude of union sympathizers is that even the introduction of the plan itself was indirectly due to the activities of the United Mine Workers, and that without the support of the national union the employes of this company could not, under the representation plan, adequately protect themselves. They have no treasury and are represented only by fellow-employes, so that whatever is done in their interest comes, in the last analysis, through the voluntary action of the company. Meanwhile, in a number of camps the miners are organized in local unions of the United Mine Workers of America and hold meetings in buildings outside the camps. This situation keeps alive the issue of trade unionism versus employes' representation.

CHAPTER XIV—COLORADO MINERS IN THE STRIKE OF 1919

This was a national strike. Statistics show how many of the employes of the Colorado Fuel and Iron Company quit work. State militia were sent to some of the mines. In the mines as a whole, the average number who stayed away from work was 62 per cent, which indicates that the United Mine Workers' organization has considerable influence over employes of the company.

CHAPTER XV—THE COMPANY IN THE STRIKE OF 1919

The company undertook to oppose the strike by organizing meetings in the camps and discussing the issues. The opposition of important officials to the strike led some

EMPLOYEES' REPRESENTATION IN COAL MINES

superintendents to understand that they were to discharge active union men and that they were to keep union organizers from entering the camps. The freedom of the men to belong to the union had been assured by the plan, and for several years after the plan was introduced the company gave entire freedom to union organizers to enter the camps. At the time of the strike of 1919 it appeared to the employes, and especially to the members of the union, that this policy was being reversed. The company denied that its activities in the strike of 1919 were a reversal of the policy adopted with the plan, and claimed that its action was determined by the fact that the federal government had condemned the strike and had emphasized the necessity for uninterrupted production of coal.

CHAPTER XVI—THE INDUSTRIAL REPRESENTATION PLAN VERSUS TRADE UNIONISM

The attitude of the company toward the union is traced as it has been described by W. L. Mackenzie King and by officials of the company. Changes in policy since the strike of 1913-14 are shown so that, for example, President Welborn has willingly met with representatives of the United Mine Workers who were not employed by the company when they had asked for conference. We describe, however, the refusal of the company to allow the union to hold meetings in the camps. The Y.M.C.A., which includes officials of the company on its board of managers, has not permitted its buildings to be used by the union, and this whole problem brings up the question of the freedom of community life in a mining camp and the importance of distinguishing between the company as an employer in the mine and as a landlord in the town. Full credit is given to the company for its more liberal attitude since the plan was introduced, but the facts presented show that a conflict is in existence in Colorado between employes' representation and trade unionism, which must be wisely dealt with before any plan can be made to work satisfactorily. The final paragraph of this chapter reads:

Unionism in the coal mines of Colorado has spent its energies in vain efforts to secure recognition. At that stage, facing the constant opposition of employers, a trade union becomes aggressive, rather than constructive. The leaders are likely to be those who can stimulate

SYNOPSIS

antagonism to the company as a first step toward proving the need for a trade union to protect the employes. Out of this kind of campaign develop endless petty causes of irritation between a company and the leaders of a union; and the employes share in these irritations. Behind all these petty occurrences is a fundamental fact—the existence of a national organization of the miners. Employes' representation is inevitably, therefore, a competitor of the union unless a *modus vivendi* can be agreed upon between the company and the union.

CHAPTER XVII—AN INCOMPLETE EXPERIMENT

Reference is made to Mr. Rockefeller's statement that the Industrial Representation Plan is a comprehensive industrial constitution. The plan and its administration are examined in the light of this phrase, and the facts brought out in the report are summarized to show the lack of responsibility of employes in decisions regarding working conditions and the problems presented by wage-setting in the bituminous coal industry. The President's Second Industrial Conference, held in 1920, recognized in its report the importance of a shop committee to represent employes in settling questions affecting the relation of a company to its own employes; but it also declared that the existence of employes' representation does not necessarily reduce the scope of the union representative's work. The report also refers with approval to industries in which employes' representation and trade unions have been functioning harmoniously. Only through unions can workers have a voice in the settlement of questions in which their employer must be influenced by his competitors' standards. The scope of the representation plan as it now exists in the Colorado Fuel and Iron Company must be enlarged if it is to create satisfactory relations between its employes and its officials. The final paragraph reads:

The experiment which Mr. King planned and which Mr. Rockefeller has so often and so effectively interpreted to the public is as yet incomplete. Its fruits so far have been better living conditions and better relationships between managerial officials and miners. An "industrial constitution" for the company or for the industry, or a partnership for labor, it has not yet become.

INTRODUCTION

INTRODUCTION
PURPOSE AND METHODS OF THE
INVESTIGATION

HOW a company, which operates more than twenty bituminous coal mines, a large steel works, and a railroad in Colorado, undertook to organize its relations with its workers by instituting a plan of "employees' representation" is the subject of two studies, one on coal mines and one on steel works, which are simultaneously published.

It was during the prolonged strike of coal miners in Colorado in 1913 that W. L. Mackenzie King, former Minister of Labor, and subsequently Premier, of Canada, was asked by John D. Rockefeller, Jr., who was the largest stockholder in the largest company involved in the strike, the Colorado Fuel and Iron Company, to suggest a plan which would prevent the recurrence of such a catastrophe. Both men believed that the lack of personal relationships between directing management and employes, which is characteristic of modern industrial organization, was the true point of origin of the bitter conflict of the coal strike in Colorado. To restore the personal relationships that existed in the days of small-scale crafts in a company which employs 5,000 men in its mines and 7,000 in its steel works in Colorado alone, and operates lime quarries and iron mines in another state and a railway carrying both freight and passengers, was obviously impossible. The

EMPLOYEES' REPRESENTATION IN COAL MINES

"principle of representation" was the essence of the plan suggested. The idea was to apply in industry the mechanism of republican government in political life. Relationships between management and men were to be restored through representatives chosen by officials and employes. The plan of organization embodying this principle was called the Industrial Representation Plan. It was established in the coal mines of the Colorado Fuel and Iron Company in October, 1915, and in the Minnequa Steel Works in 1916.

This was the first prominent experiment in establishing such a plan of representation for employes, and a forerunner of the shop committees, or works councils, which multiplied rapidly in a variety of industries during and after the war. Several of these later schemes were modeled on the plan of the Colorado Fuel and Iron Company.

Because of its influence on the growth of what is called employes' representation, and because the operation of the experiment could be examined in two basic industries—coal and steel—the Industrial Representation Plan of the Colorado Fuel and Iron Company was chosen as one of the series of inquiries which are described in the Foreword.

The decision to study the aims and workings of the representation plan of the Colorado Fuel and Iron Company was made in the autumn of 1919, after a brief survey of shop committees in eleven industrial establishments in or near New York. Ben M. Selekmán, who for three years had been a member of the staff of the Department of Industrial Studies, made this preliminary survey and after its completion he was sent to Colorado. The plan of work outlined in advance was to

INTRODUCTION

interview both employes and company officials, to familiarize himself with working conditions, to examine the procedure in carrying out the representation plan, and to consult all the available documents on the subject, including minutes of meetings, correspondence and reports.

On his first trip Mr. Selekmān stayed five months in Colorado, from November, 1919, to April, 1920. When he reached there a strike had been in progress for several weeks in the steel industry and the coal miners were returning to work after a strike of somewhat over a week. Mr. Selekmān spent the first weeks in Pueblo, interviewing steel workers. He attended hearings of the State Industrial Commission, which was investigating a phase of the strike in the coal mines, and thus heard the testimony of employes and officials of the Colorado Fuel and Iron Company concerning the alleged discharges of miners for activities in the union. In the coal camps, as in the steel works, he interviewed workers, the representatives elected in accordance with the representation plan, foremen, superintendents, and higher officials of the company, the state officials who enforce the mining and labor laws, and disinterested citizens having knowledge of labor conditions. A large amount of documentary material was placed at our disposal by the company, including minutes and reports of activities and procedure in connection with the representation plan. The proceedings of official investigating commissions were examined. Mr. Selekmān visited each mining community at least once, and some of them as many as six times, thoroughly inspected typical mines, talked with miners in their work-places, and several times accompanied the

EMPLOYEES' REPRESENTATION IN COAL MINES

state mine inspector on his rounds.¹ In accordance with the usual practice of the Department, typewritten records of his interviews and all documentary material were forwarded daily to the director of the Department in New York.

When information received in interviews could not be verified in minutes or written reports, its accuracy was checked by securing statements regarding the same incident from men in different positions in the company. For instance, when miners told us of grievances which had not been brought up through the representation plan and hence were not described in the records, we questioned foremen and superintendents about the conditions which might have given rise to the men's grievances. We did not disclose the names of miners whom we had interviewed. In these ways, and by later submitting the manuscript to representatives of both management and mine workers, we gave ample opportunity to company officials and miners to explain their points of view.

The information and material regarding the coal mines were embodied in a preliminary report, of which copies were submitted in December, 1920, to John D. Rockefeller, Jr., J. F. Welborn, president of the Colorado Fuel and Iron Company, and William Green, secretary-treasurer of the United Mine Workers of America. These were all urged to give us their criticisms. We explained that it was our regular practice to submit an early draft of a report to those most vitally concerned in the subject of our inquiry, in order to afford them an opportunity to examine and to criticize it before publication.

The secretary of the United Mine Workers gave as his

¹ In 1919, 24 mines were operated by the company in Colorado. One mine, Emerald, has been added since Mr. Selekman's first visit.

INTRODUCTION

opinion that, in spite of adverse criticism of some of the activities of the union in Colorado, the report was a fair and valuable statement of facts. The representatives of the company questioned the accuracy of some of the statements and disagreed as to the interpretation of many of them.

We welcomed opportunity to consider their criticisms in detail and to re-examine the evidence for every disputed statement. After correspondence with Mr. Welborn and consultation with Mr. Rockefeller's office in New York, it was finally agreed that the director of the Department of Industrial Studies, Mary Van Kleeck, should go to Colorado to discuss the manuscript with officers of the company and to get a direct impression of the views of the workers on the operation of the plan.

Following interviews with trade union officials and others outside the company in Pueblo and Denver, Miss Van Kleeck met the officers of the company in their Denver office early in February, 1921, and together they spent six consecutive days in reading and discussing the entire manuscript of the first report. In order that the points of difference might be kept clearly in mind the discussion was recorded in a memorandum prepared by Miss Van Kleeck and agreed to by the officers of the company. In all the stages of the investigation, the officers of the company were uniformly generous in affording us access to sources of information that we needed to reach through them.

Following the discussion of the preliminary report, Miss Van Kleeck visited the camps of 23 of the 25 coal mines of the company in Colorado, and conferred at length with 64 men employed in the coal mines, includ-

EMPLOYEES' REPRESENTATION IN COAL MINES

ing the representatives elected for the year 1921 in every mine of the company then in operation in Colorado, except Crested Butte.¹ At least two company officials went with Miss Van Kleeck to all the camps, but no official was present at any of her conferences with employes. Miss Van Kleeck's main purpose was, first, to gain an understanding of the point of view of the officials, in order that the fairest possible consideration should be given to their objections, and, second, to re-examine every fact which they had challenged in the manuscript. Mr. Selekman also returned to Colorado in 1921 to check up again the evidence of his first interviews.

Following her visits to the mines, Miss Van Kleeck returned to Pueblo for an investigation of the representation plan in the Minnequa Steel Works. Here she interviewed between 40 and 50 workers, including a large majority of the representatives who had served in 1920.²

When her inquiries in Pueblo were completed, Miss Van Kleeck had a final conference with officials of the company in Denver, at which she stated her findings in detail. Mr. Selekman was present to explain the procedure which he had followed in his inquiry. A verbatim stenographic report was taken of this conference, and its 444 typewritten pages constitute an unusual record both of the findings of the study and of the views of the company on the facts presented. It was approved by the president and other officers of the company after a few minor corrections.

¹ Of the 25 mines, one, Crested Butte, is a long distance from the others; another, Engle, was closed when Miss Van Kleeck was in the neighborhood, but she talked with one of its employe representatives.

² The elections for 1921 were then in progress and in some departments not completed.

INTRODUCTION

After revision of the manuscript, to include the new material gathered by Miss Van Kleeck, the galley proof was submitted to President John L. Lewis and other officers of the United Mine Workers and to representatives of the union from Colorado, who approved it as a whole. It was also submitted to the officers of the company and to Mr. Rockefeller, and we regret that after giving full consideration to their objections many differences of opinion as to interpretation and conclusions still remain.

The details thus covered in conference and in new observation were so numerous that a summary of the results is difficult to formulate in a few words. Some of the differences in interpretation between us and officers of the company, on which agreement was not possible, will appear at various places in the following pages. Considerable new material was added, some of it relating to events subsequent to Mr. Selekman's first trip to Colorado. Much of the information secured from employes and supporting our first report continued to be unconvincing to officials. They suggested that if we would name employes who had made the statements recorded by us, either officers of the company or superintendents might be able to give facts from their point of view about these employes which would be a check on their accuracy. This we could not do, because we had assured them that their names would be held in strict confidence. In the important specific cases which were re-examined by Miss Van Kleeck, and in her interviews with miners, her findings confirmed the essential facts upon which Mr. Selekman's report was based.

The weight which we gave to the objections made by

EMPLOYEES' REPRESENTATION IN COAL MINES

officials to some of our descriptions of miners' opinions and experiences can be better understood if we distinguish between the types of data secured in our talks with employes. Interviews with them had yielded two types of information, which were embodied in the report: (1) Statements of opinion by the miners which constituted evidence of their reactions toward the representation plan and their attitude toward the company; these may have reflected a limited understanding of the company or the plan, but they gave us insight into the minds of the workers; (2) statements of experience by the miners regarding the operation of the plan; these were subject to the usual processes of verification.

As to the second type of information, every effort was made to hear testimony from both sides and to sift the evidence in order to discover the truth without bias. As to the first type of statement—that which reflects the feelings of the employes—the objection of officials of the company is not conclusive, for a disinterested outsider who wins the confidence of a worker is, often, in a position to secure a franker expression of opinion than would be given to a company official. When, therefore, company officials doubted the accuracy of our interpretation of the psychology and of the point of view of the workers regarding the representation plan, it was necessary to let the matter stand as a difference of opinion. For instance, many grievances had been described by the men to Mr. Selekman which had never been taken up through the machinery of the plan, and the fact that no adjustment of these difficulties had been sought by employes, despite the provision for their representation, was analyzed in our report

INTRODUCTION

as a test of the plan. These were facts which, in the very nature of the case, had never been brought to the attention of the company, yet officials questioned their accuracy. Our confidence in their validity was based in part upon our knowledge of the repetition of statements on the subject made by one miner after another in all the camps.

Probably, full agreement by both workers and employers as to the conclusions presented in an investigation of this kind is impossible of achievement. Nevertheless, the tests to which the material here presented has been subjected have included a re-examination of every disputed fact. After all, differences of opinion are in themselves information for the seeker after truth in labor problems, and they form an essential part of the record of human relations in industry. In the chapters which follow, the reader's attention will be called to the points on which important differences have been expressed. Our aim has been to set forth events, conditions, statistics, purposes, methods, and opinions fully enough to enable readers to weigh the evidence and to draw their own conclusions.

APPENDICES

APPENDIX A
PLAN OF REPRESENTATION OF EMPLOYES OF
THE COLORADO FUEL AND IRON COMPANY
IN THE COMPANY'S MINING CAMPS OF COLORADO
AND WYOMING

I
REPRESENTATION OF EMPLOYES

1. ANNUAL MEETINGS FOR ELECTION OF EMPLOYES' REPRESENTATIVES

EMPLOYES at each of the mining camps shall annually elect from among their number representatives to act on their behalf with respect to matters pertaining to their employment, working and living conditions, the adjustment of differences, and such other matters of mutual concern and interest as relations within the industry may determine.

2. TIME, PLACE, AND METHOD OF CALLING ANNUAL MEETINGS, AND PERSONS ENTITLED TO BE PRESENT AND PARTICIPATE IN THE ELECTION OF REPRESENTATIVES

The annual meetings of employes for the election of their representatives shall be held simultaneously at the several mining camps on the second Saturday in January. The meetings shall be called by direction of the President of the Company. Notices of the meetings, indicating their time and place, as well as the number of representatives to be elected, shall be publicly posted at each camp a week in advance, and shall state that employes being wage-earners in the employ of the Company at the time of the meeting and for at least three months immediately preceding, but not salaried employes, shall be entitled to be present and vote.¹ Special meetings shall be similarly called when removal, resignation, or other circumstance occasions a vacancy in representation.

¹[In 1919 a plan of representation similar in principle to the one given in this appendix was put into effect for salaried employes. B. M. S.]

EMPLOYEES' REPRESENTATION IN COAL MINES

3. METHOD OF CONDUCTING MEETINGS, AND REPORTING ELECTION OF REPRESENTATIVES

Each meeting for the election of employees' representatives shall choose its own Chairman and Secretary. At the appointed hour, the meeting shall be called to order by one of the employees' representatives, or, in the absence of a representative, by any employe present, and shall proceed to the election of a Chairman and Secretary. The Chairman shall conduct, and the Secretary record, the proceedings. They shall certify in writing to the President of the Company the names of the persons elected as the employees' representatives for the ensuing year.

4. BASIS AND TERM OF REPRESENTATION

Representation of employes in each camp shall be on the basis of one representative to every one hundred and fifty wage-earners, but each camp, whatever its number of employes, shall be entitled to at least two representatives. Where the number of employes in any one camp exceeds one hundred and fifty, or any multiple thereof, by seventy-five or more, an additional representative shall be elected. The persons elected shall act as the employees' representatives from the time of their election until the next annual meeting, unless in the interval other representatives may, as above provided, have been elected to take their places.

5. NOMINATION AND ELECTION OF REPRESENTATIVES

To facilitate the nomination and election of employees' representatives and to insure freedom of choice, both nomination and election shall be by secret ballot, under conditions calculated to insure an impartial count. The Company shall provide ballot boxes and blank ballots, differing in form, for purposes of nomination and election. Upon entering the meeting, each employe entitled to be present shall be given a nomination ballot on which he shall write the names of the persons whom he desires to nominate as representatives, and deposit the nomination ballot in the ballot box. Each employe may nominate representatives to the number to which the camp is entitled, and of which public notice has been given. Employes unable to write may ask any of their fellow employes to write for them on their ballots the names of the persons whom they desire to nominate; but in the event of any nomination paper containing more names than the num-

PLAN OF REPRESENTATION

ber of representatives to which the camp is entitled, the paper shall not be counted. The persons—to the number of twice as many representatives as the camp is entitled to—receiving the highest number of nomination votes shall be regarded as the duly nominated candidates for employes' representatives, and shall be voted upon as hereinafter provided. (For example: If a camp is entitled to two representatives, the four persons receiving the largest number of nomination votes shall be regarded as the duly nominated candidates. If the camp is entitled to three representatives, then the six persons receiving the largest number, etc., etc.)

6. COUNTING OF NOMINATION AND ELECTION BALLOTS

The Chairman shall appoint three tellers, who shall take charge of the ballot box containing the nomination votes, and, with the aid of the Secretary, they shall make out the list of the duly nominated candidates, which shall be announced by the Chairman. The meeting shall then proceed to elect representatives by secret ballot, from among the number of candidates announced, the same tellers having charge of the balloting. If dissatisfied with the count, either as respects the nomination or election, any twenty-five employes present may demand a recount, and for the purposes of the recount the Chairman shall select as tellers three from the number of those demanding a recount, and himself assist in the counting, and these four shall act, in making the recount, in the place of the Secretary and the tellers previously chosen. There shall be no appeal from this recount, except to the President of the Company, and such appeal may be taken as hereinafter provided, at the request of any twenty-five employes present and entitled to vote.

7. APPEAL IN REGARD TO NOMINATION OR ELECTION

The Chairman of the meeting shall preserve for a period of one week both the nomination and election ballots. Should an appeal be made to the President within seven days in regard to the validity of the nomination or election, upon a request in writing signed by twenty-five employes present at the meeting, the Chairman shall deliver the ballots to the President of the Company for recount. Should no such request be received within that time, the Chairman shall destroy the ballots. If after considering the appeal the President is of the opinion that the nomination or election has not been fairly conducted,

EMPLOYES' REPRESENTATION IN COAL MINES

he shall order a new election at a time and place to be designated by him.

8. GENERAL PROCEEDINGS AT MEETINGS

At annual meetings for the election of representatives, employes may consider and make recommendations concerning any matters pertaining to their employment, working or living conditions, or arising out of existing industrial relations, including such as they may desire to have their representatives discuss with the President and officers of the Company at the Annual Joint Conferences of the Company's officers and employes, also any matters referred to them by the President, other officers of the Company, the Advisory Board on Social and Industrial Betterment, or by any of the several Joint Committees appointed at the preceding annual Joint Conferences of officials and employes of the Company. A record of the proceedings shall be made by the Secretary of the meeting and certified to by the Chairman, and copies delivered to each of the representatives, to be retained by them for purposes of future reference.

II

DISTRICT CONFERENCES, JOINT COMMITTEES AND JOINT MEETINGS

1. DISTRICT DIVISIONS

To facilitate the purposes herein set forth, the camps of the Company shall be divided into five or more districts, as follows: The Trinidad District, comprising all mines and coke oven plants in Las Animas County; the Walsenburg District, comprising all mines in Huerfano County; the Canon District, comprising all mines in Fremont County; the Western District, comprising all mines and coke oven plants located on the Western Slope; the Sunrise District, comprising the iron mines located in Wyoming.

2. TIME, PLACE AND PURPOSE OF DISTRICT CONFERENCES

District conferences shall be held in each of the several districts above mentioned at the call of the President, at places to be designated by him, not later than two weeks following the annual election of representatives, and at intervals of not more than four months thereafter, as the

PLAN OF REPRESENTATION

operating officers of the Company, or a majority of the representatives of the employes in each of the several districts, may find desirable. The purpose of these district conferences shall be to discuss freely matters of mutual interest and concern to the Company and its employes, embracing a consideration of suggestions to promote increased efficiency and production, to improve working and living conditions, to enforce discipline, avoid friction, and to further friendly and cordial relations between the Company's officers and employes.

3. REPRESENTATION AT DISTRICT CONFERENCES

At the district conferences the Company shall be represented by its President or his representative and such other officials as the President may designate. The employes shall be represented by their elected representatives. The Company's representatives shall not exceed in number the representatives of the employes. The Company shall provide at its own expense appropriate places of meeting for the conferences.

4. PROCEEDINGS OF DISTRICT CONFERENCES

The district conferences shall be presided over by the President of the Company, or such executive officer as he may designate. Each conference shall select a Secretary who shall record its proceedings. The record of proceedings shall be certified to by the presiding officer.

5. JOINT COMMITTEES ON INDUSTRIAL RELATIONS

The first district conferences held in each year shall select the following joint committees on industrial relations for each district, which joint committees shall be regarded as permanent committees to be entrusted with such duties as are herein set forth, or as may be assigned by the conferences. These joint committees shall be available for consultation at any time throughout the year with the Advisory Board on Social and Industrial Betterment, the President, the President's Executive Assistant, or any officer of the Operating Department of the Company.

(a) Joint Committee on Industrial Co-operation and Conciliation, to be composed of six members;

(b) Joint Committee on Safety and Accidents, to be composed of six members;

EMPLOYEES' REPRESENTATION IN COAL MINES

(c) Joint Committee on Sanitation, Health, and Housing, to be composed of six members;

(d) Joint Committee on Recreation and Education, to be composed of six members.

6. SELECTION AND COMPOSITION OF JOINT COMMITTEES

In selecting the members of the several joint committees on industrial relations, the employes' representatives shall, as respects each committee, designate three members and the President of the Company or his representative, three members.

7. DUTIES OF JOINT COMMITTEES ON INDUSTRIAL CO-OPERATION AND CONCILIATION

The Joint Committees on Industrial Co-operation and Conciliation may, of their own initiative, bring up for discussion at the Joint Conferences, or have referred to them for consideration and report to the President or other proper officer of the Company at any time throughout the year, any matter pertaining to the prevention and settlement of industrial disputes, terms and conditions of employment, maintenance of order and discipline in the several camps, Company stores, etc., etc.

8. DUTIES OF JOINT COMMITTEES ON SAFETY AND ACCIDENTS

The Joint Committees on Safety and Accidents may, of their own initiative, bring up for discussion at the Joint Conferences, or have referred to them for consideration and report to the President or other proper officer of the Company at any time throughout the year, any matter pertaining to the inspection of mines, the prevention of accidents, the safeguarding of machinery and dangerous working places, the use of explosives, fire protection, first aid, etc., etc.

9. DUTIES OF JOINT COMMITTEES ON SANITATION, HEALTH AND HOUSING

The Joint Committees on Sanitation, Health and Housing may, of their own initiative, bring up for discussion at the Joint Conferences, or have referred to them for consideration and report to the President or other proper officer of the Company at any time throughout the year, any matter pertaining to health, hospitals, physicians, nurses, occupational diseases, tuberculosis, sanitation, water supply, sewage system, garbage disposal, street cleaning, wash and locker rooms, housing, homes, rents, gardens, fencing, etc., etc.

PLAN OF REPRESENTATION

10. DUTIES OF JOINT COMMITTEES ON RECREATION AND EDUCATION

The Joint Committees on Recreation and Education may, of their own initiative, bring up for discussion at the Joint Conferences, or have referred to them for consideration and report to the President or other proper officer of the Company, at any time throughout the year, any matter pertaining to social centers, club houses, halls, playgrounds, entertainments, moving pictures, athletics, competitions, field days, holidays, schools, libraries, classes for those who speak only foreign languages, technical education, manual training, health lectures, classes in first aid, religious exercises, churches and Sunday schools, Y. M. C. A. organizations, etc., etc.

11. ANNUAL AND SPECIAL JOINT MEETINGS

In addition to the district conferences in each of the several districts, there shall be held in the month of December an annual joint meeting, at a time and place to be designated by the President of the Company, to be attended by the President and such officers of the Company as he may select and by all the employes' representatives of the several districts. At this meeting reports covering the work of the year shall be made by the several joint committees and matters of common interest requiring collective action considered. A special joint meeting of any two or more districts may be called at any time upon the written request to the President of a majority of the representatives in such districts or upon the President's own initiative, for the consideration of such matters of common interest as cannot be dealt with satisfactorily at district conferences. Notice of such special joint meetings shall be given at least two weeks in advance.

III

THE PREVENTION AND ADJUSTMENT OF INDUSTRIAL DISPUTES

I. OBSERVANCE OF LAWS, RULES AND REGULATIONS

There shall be on the part of the Company and its employes, a strict observance of the federal and state laws respecting mining and labor and of the Company's rules and regulations supplementing the same.

EMPLOYEES' REPRESENTATION IN COAL MINES

2. POSTING OF WAGES AND RULES

The scale of wages and the rules in regard to working conditions shall be posted in a conspicuous place at or near every mine.

3. NO DISCRIMINATION ON ACCOUNT OF MEMBERSHIP OR NON-MEMBERSHIP IN LABOR OR OTHER ORGANIZATIONS

There shall be no discrimination by the Company or by any of its employes on account of membership or non-membership in any society, fraternity or union.

4. THE RIGHT TO HIRE AND DISCHARGE, AND THE MANAGEMENT OF THE PROPERTIES

The right to hire and discharge, the management of the properties, and the direction of the working forces, shall be vested exclusively in the Company, and, except as expressly restricted, this right shall not be abridged by anything contained herein.

5. EMPLOYEES' RIGHT TO CAUTION OR SUSPENSION BEFORE DISCHARGE

There shall be posted at each property a list of offenses for commission of which by an employe dismissal may result without notice. For other offenses, employes shall not be discharged without first having been notified that a repetition of the offense will be cause for dismissal. A copy of this notification shall, at the time of its being given to an employe, be sent also to the President's Industrial Representative and retained by him for purposes of future reference. Nothing herein shall abridge the right of the Company to relieve employes from duty because of lack of work. Where relief from duty through lack of work becomes necessary, men with families shall, all things being equal, be given preference.

6. EMPLOYEES' RIGHT TO HOLD MEETINGS

Employes shall have the right to hold meetings at appropriate places on Company property or elsewhere as they may desire outside of working hours or on idle days.

7. EMPLOYEES' RIGHT TO PURCHASE WHERE THEY PLEASE

Employes shall not be obliged to trade at the Company stores, but shall be at perfect liberty to purchase goods wherever they may choose to do so.

PLAN OF REPRESENTATION

8. EMPLOYES' RIGHT TO EMPLOY CHECKWEIGHMEN

As provided by statute, miners have the right to employ checkweighmen, and the Company shall grant the said checkweighmen every facility to enable them to render a correct account of all coal weighed.

9. EMPLOYES' RIGHT OF APPEAL TO PRESIDENT OF COMPANY AGAINST UNFAIR CONDITIONS OR TREATMENT

Subject to the provisions hereinafter mentioned, every employe shall have the right of ultimate appeal to the President of the Company concerning any condition or treatment to which he may be subjected and which he may deem unfair.

10. DUTY OF PRESIDENT'S INDUSTRIAL REPRESENTATIVE

It shall be the duty of the President's Industrial Representative to respond promptly to any request from employes' representatives for his presence at any of the camps and to visit all of them as often as possible, but not less frequently than once every three months, to confer with the employes or their representatives and the superintendents respecting working and living conditions, the observance of federal and state laws, the carrying out of Company regulations, and to report the result of such conferences to the President.

11. COMPLAINTS AND GRIEVANCES TO BE TAKEN UP FIRST WITH FOREMEN AND SUPERINTENDENTS

Before presenting any grievance to the President, the President's Industrial Representative, or other of the higher officers of the Company, employes shall first seek to have differences or the conditions complained about adjusted by conference, in person or through their representatives, with the mine superintendent.

12. INVESTIGATION OF GRIEVANCES BY PRESIDENT'S INDUSTRIAL REPRESENTATIVE

Employes believing themselves to be subjected to unfair conditions or treatment and having failed to secure satisfactory adjustment of the same through the mine superintendent may present their grievances to the President's Industrial Representative, either in person or through their regularly elected representatives, and it shall be the duty of the President's Industrial Representative to look into the same immediately and seek to adjust the grievance.

EMPLOYEES' REPRESENTATION IN COAL MINES

13. THE RIGHT OF APPEAL TO THE SUPERIOR OFFICERS OF THE COMPANY AGAINST UNFAIR TREATMENT, CONDITIONS, SUSPENSIONS OR DISMISSALS

Should the President's Industrial Representative fail to satisfactorily conciliate any difference, with respect to any grievance, suspension or dismissal, the aggrieved employe, either himself or through his representative—and in either case in person or by letter—may appeal for the consideration and adjustment of his grievance to the Division Superintendent, Assistant Manager or Manager, General Manager or the President of the Company, in consecutive order. To entitle an employe to the consideration of his appeal by any of the higher officers herein mentioned, the right to appeal must be exercised within a period of two weeks after the same has been referred to the President's Industrial Representative without satisfactory redress.

14. REFERENCE OF DIFFERENCES IN CERTAIN CASES TO JOINT COMMITTEES ON INDUSTRIAL CO-OPERATION AND CONCILIATION

Where the President's Industrial Representative or one of the higher officials of the Company fails to adjust a difference satisfactorily, upon request to the President by the employes' representatives or upon the initiative of the President himself, the difference shall be referred to the Joint Committee on Industrial Co-operation and Conciliation of the district, and the decision of the majority of such Joint Committee shall be binding upon all parties.

15. REPRESENTATION ON JOINT COMMITTEES TO BE EQUAL WHEN CONSIDERING ADJUSTMENT OF DIFFERENCES

Whenever a Joint Committee on Industrial Co-operation and Conciliation is called upon to act with reference to any difference, except by the consent of all present the Joint Committee shall not proceed with any important part of its duties unless both sides are equally represented. Where agreeable, equal representation may be effected by the withdrawal of one or more members from the side of the Joint Committee having the majority.

16. UMPIRE TO ACT WITH JOINT COMMITTEES IN CERTAIN CASES

Should the Joint Committee on Industrial Co-operation and Conciliation to which a difference may have been referred fail

PLAN OF REPRESENTATION

to reach a majority decision in respect thereto, if a majority of its members so agree, the Joint Committee may select as umpire a third person who shall sit in conference with the Committee and whose decision shall be binding upon all parties.

17. ARBITRATION OR INVESTIGATION IN CERTAIN CASES

In the event of the Joint Committee on Industrial Co-operation and Conciliation failing satisfactorily to adjust a difference by a majority decision or by agreement on the selection of an umpire, as aforementioned, within ten days of a report to the President of the failure of the Joint Committee to adjust the difference, if the parties so agree, the matter shall be referred to arbitration; otherwise it shall be made the subject of investigation by the State of Colorado Industrial Commission, in accordance with the provisions of the statute regulating the powers of the Commission in this particular. Where a difference is referred to arbitration, one person shall be selected as arbitrator if the parties can agree upon his selection. Otherwise there shall be a board of three arbitrators, one to be selected by the employees' representatives on the Joint Committee on Industrial Co-operation and Conciliation in the district in which the dispute arises, one by the Company's representatives on this Committee, and a third by the two arbitrators thus selected.

By consent of the members of the Joint Committee on Industrial Co-operation and Conciliation to which a difference has been referred, the Industrial Commission of the State of Colorado may be asked to appoint all of the arbitrators or itself arbitrate the difference. The decision of the sole arbitrator or of the majority of the Board of Arbitration or of the members of the State of Colorado Industrial Commission when acting as arbitrators, as the case may be, shall be final and shall be binding upon the parties.

18. PROTECTION OF EMPLOYEES' REPRESENTATIVES AGAINST DISCRIMINATION

To protect against the possibility of unjust treatment because of any action taken or to be taken by them on behalf of one or more of the Company's employees, any employees' representative believing himself to be discriminated against for such a cause shall have the same right of appeal to the officers of the Company or to the Joint Committee on Indus-

EMPLOYEES' REPRESENTATION IN COAL MINES

trial Co-operation and Conciliation in his district as is accorded every other employe of the Company. Having exercised this right in the consecutive order indicated without obtaining satisfaction, for thirty days thereafter he shall have the further right of appeal to the Industrial Commission of the State of Colorado, which body shall determine whether or not discrimination has been shown, and as respects any representative deemed by the Commission to have been unfairly dealt with, the Company shall make such reparation as the State of Colorado Industrial Commission may deem just.

IV

SOCIAL AND INDUSTRIAL BETTERMENT

1. EXECUTIVE SUPERVISION

The President's Executive Assistant, in addition to other duties, shall, on behalf of the President, supervise the administration of the Company's policies respecting social and industrial betterment.¹

2. CO-OPERATION OF PRESIDENT'S EXECUTIVE ASSISTANT WITH JOINT COMMITTEES IN CARRYING OUT POLICIES OF SOCIAL AND INDUSTRIAL BETTERMENT

In the discharge of his duties, the President's Executive Assistant shall from time to time confer with the several Joint Committees, on Safety and Accidents, on Sanitation, Health and Housing, on Recreation and Education, and on Industrial Co-operation and Conciliation, appointed at the Annual Joint Conferences, as to improvements or changes likely to be of mutual advantage to the Company and its employes. Members of the several Joint Committees shall be at liberty to communicate at any time with the President's Executive Assistant with respect to any matters under their observation or brought to their attention by employes or officials of the Company, which they believe should be looked into or changed. As far as may be possible, employes should be made to feel that the President's Executive Assistant will welcome conferences with members of the several Joint Commit-

¹[As already told in Chapter V, The Representation Plan, the functions of the executive assistant were taken over in the summer of 1917 by the president of the company. In 1920 a vice-president of the company was made responsible for industrial relations, including the program for "social and industrial betterment." B. M. S.]

PLAN OF REPRESENTATION

tees on matters of concern to the employes, whenever such matters have a direct bearing on the industrial, social, and moral well-being of employes and their families or the communities in which they reside.

3. ADVISORY BOARD ON SOCIAL AND INDUSTRIAL BETTERMENT

In addition to consulting, from time to time, the several Joint Committees or their individual members, the President's Executive Assistant shall be the Chairman of a permanent Advisory Board on Social and Industrial Betterment, to which may be referred questions of policy respecting social and industrial betterment and related matters requiring executive action.

4. MEMBERS OF ADVISORY BOARD

The Advisory Board on Social and Industrial Betterment shall be composed of such of the Company's officers as the President may designate.

5. REGULAR AND SPECIAL MEETINGS OF ADVISORY BOARD

The Advisory Board shall meet at least once in every six months, and may convene for special meetings upon the call of the Chairman whenever he may deem a special meeting advisable.

6. POWERS AND DUTIES OF THE ADVISORY BOARD

The Advisory Board shall have power to consider all matters referred to it by the Chairman, or any of its members, or by any committee or organization directly or indirectly connected with the Company, and may make such recommendations to the President as in its opinion seem to be expedient and in the interest of the Company and its employes.

7. SUPERVISION OF COMMUNITY NEEDS BY PRESIDENT'S EXECUTIVE ASSISTANT

The President's Executive Assistant shall also exercise a general supervision over the sanitary, medical, educational, religious, social, and other like needs of the different industrial communities, with a view of seeing that such needs are suitably and adequately provided for, and the several activities pertaining thereto harmoniously conducted.

EMPLOYEES' REPRESENTATION IN COAL MINES

8. METHOD OF CARRYING OUT IMPROVEMENTS

Improvements respecting social and industrial betterment shall, after approval by the President, be carried out through the regular company organization.

9. HOSPITALS AND DOCTORS

In camps where arrangements for doctors and hospitals have already been made and are satisfactory, such arrangements shall continue.

In making any new arrangement for a doctor, the employees' representatives in the camps concerned, the President's Executive Assistant, and the Chief Medical Officer shall select a doctor, and enter into an agreement with him which shall be signed by all four parties.

10. COMPANY PERIODICAL

The Company shall publish, under the direction of the President's Executive Assistant, a periodical which shall be a means of communication between the management, the employes and the public, concerning the policies and activities of the Company. This periodical shall be used as a means of co-ordinating, harmonizing, and furthering the social and industrial betterment work, and of informing employes of the personnel and proceedings of conferences, boards, and committees, in which they are interested. It shall record events pertaining to social and industrial activities, and be a medium for making announcements with reference to the same, and for diffusing information of mutual interest to the Company and its employes.

11. COST OF ADMINISTERING PLAN OF REPRESENTATION AND OF FURTHERING SOCIAL AND INDUSTRIAL BETTERMENT POLICIES

The promotion of harmony and good-will between the Company and its employes and the furtherance of the well-being of employes and their families and the communities in which they reside being essential to the successful operation of the Company's industries in an enlightened and profitable manner, the expenses necessarily incidental to the carrying out of the social and industrial betterment policies herein described, and the plan of representation, joint conferences and joint meetings, herein set forth, including the payment of traveling

AGREEMENT RESPECTING CONDITIONS

expenses of employes' representatives when attending joint conferences and annual joint meetings, and their reimbursement for the working time necessarily lost in so doing, shall be borne by the Company. But nothing herein shall preclude employes of the Company from making such payment to their representatives in consideration of services rendered on their behalf as they themselves may voluntarily desire and agree to make.

MEMORANDUM OF AGREEMENT RESPECTING EMPLOYMENT, LIVING AND WORKING CONDITIONS

BETWEEN THE COLORADO FUEL AND IRON COMPANY AND ITS
EMPLOYES IN THE COAL MINES AND COKE OVEN PLANTS
IN THE STATE OF COLORADO

OCTOBER, 1915, TO JANUARY, 1918

It is mutually understood and agreed that in addition to the rights and privileges guaranteed the employes and the Company, in the Industrial Representation plan herewith, the following stipulations respecting employment, living and working conditions shall govern the parties hereto from the date of their signatures hereon until January 1, 1918, and shall continue thereafter subject to revision upon ninety days notice by either of the parties:

I. RENT OF DWELLINGS, LIGHT AND WATER

The charge to employes for dwellings without bath shall not exceed two dollars per room per month.

The present uniform charge of forty cents per electric light per month, with free light on porches, shall not be increased.

There shall be no charge for domestic water, except in cases where the Company is obliged to purchase the same; in such cases the charges shall be substantially cost to the Company.

II. PRICES OF POWDER AND DOMESTIC COAL

The rates to be charged employes for powder and domestic coal shall be substantially their cost to the Company.

EMPLOYEES' REPRESENTATION IN COAL MINES

III. FENCING OF EMPLOYEES' HOMES AND GARBAGE REMOVAL

To encourage employes to cultivate flower and vegetable gardens, the Company agrees to fence, free of charge, each house lot owned by it.

The Company will continue its practice of removing garbage free of charge.

IV. BATH AND CLUB HOUSES

As the need becomes manifest, the Company will continue its present policy of providing, as rapidly as possible, suitable bath houses and social centers in the nature of club houses, for its employes at the several mining camps.

V. HOURS OF LABOR

Eight hours shall constitute a day's work for all employes working underground and in coke ovens. This shall mean eight hours exclusive of the noon hour and the time required to go and come from the mine opening to the place of employment.

Nine hours shall constitute a day's work for all other outside labor, except firemen and engineers.

VI. SEMI-MONTHLY PAYMENT OF WAGES

All employes shall be paid semi-monthly by check.

No deductions shall be made from earnings, except where authorized by employes.

VII. WAGE SCHEDULE AND WORKING CONDITIONS

No change affecting conditions of employment with respect to wages or hours shall be made without first giving thirty days notice, as provided by statute.

The schedule of wages and the working conditions now in force in the several districts shall continue without reduction, but if, prior to January 1, 1918, a general increase shall be granted in competitive districts in which the Company does not conduct operations, a proportional increase shall be made. For this purpose a joint meeting of the miners' representatives and proper officers of the Company shall be called within thirty days after the increase in competitive districts is effective to discuss and determine an equitable method for fixing the new scale in the districts affected.

AGREEMENT RESPECTING CONDITIONS

We hereby certify that the Plan of Representation and Agreement as set forth were discussed and unanimously adopted at a joint conference of the officers of The Colorado Fuel and Iron Company and the representatives of its employes, held at Pueblo, today, Saturday, October 2, 1915, and referred by the conference for approval to the Board of Directors of the Company and to the Company's employes at the several mining camps, on the understanding that the same should be voted upon by secret ballot, and if adopted by the Board of Directors on the one hand and a majority of the Company's employes on the other, should become binding upon the parties thereto.

(Signed)

C. J. HICKS,
Representing the Company.

(Signed)

W. E. SKIDMORE,
Representing the Employes.
(Joint Secretaries of the Conference.)

Pueblo, Colorado, October 2, 1915.

I hereby certify that the Plan of Representation and Agreement referred for approval to the Board of Directors of the Company by the joint conference of the officers of The Colorado Fuel and Iron Company and the representatives of its employes, held at Pueblo on Saturday, October 2, 1915, was today duly considered by the Board of Directors and unanimously adopted.

(Signed)

J. A. WRITER,
Secretary of the Board of Directors of
The Colorado Fuel and Iron Company.

We hereby certify that the Plan of Representation and Agreement referred for approval to the Company's employes at the several mining camps by the joint conference of officers of The Colorado Fuel and Iron Company and the representatives of its employes, held at Pueblo on Saturday, October 2, 1915, was voted upon by secret ballot on Monday, Tuesday, Wednesday and Thursday, October 4, 5, 6, 7 and on Monday, October 25, 1915, and that having examined the official returns duly certified to by the tellers elected to take charge of the vote at the several camps, we find that the total number of votes cast was 2,846, of which number 2,404, or 84.47 per cent

EMPLOYEES' REPRESENTATION IN COAL MINES

of the total votes cast, were in favor of, and 442, or 15.53 per cent, were against the proposed Plan and Agreement.

(Signed)

C. J. HICKS,
Representing the Company.

(Signed)

W. E. SKIDMORE,
Representing the Employees.

Sopris, Colorado, October 26, 1915.

Signed on behalf of the Colorado Fuel and Iron Company

(Signed)

J. F. WELBORN,
President.

(Signed) J. A. WRITER,
(Company Seal) Secretary

Denver, Colorado, October 20, 1915.

Signed on behalf of the employees of the Colorado Fuel and Iron Company,

(Signed) JOE LUCERO,
Date—Oct. 21, 1915. Representative at Morley Camp.

(Signed) J. R. WALTON,
Date—Oct. 21, 1915. Representative at Morley Camp.

(Signed) W. E. SKIDMORE,
Date—Oct. 21, 1915. Representative at Sopris Camp.

(Signed) F. TURRA,
Date—Oct. 21, 1915. Representative at Sopris Camp.

(Signed) HARRY J. SHOUBE,
Date—Oct. 22, 1915. Representative at Primero Camp.

(Signed) JOHN PERNICH,
Date—Oct. 22, 1915. Representative at Primero Camp.

(Signed) A. DENNISON,
Date—Oct. 22, 1915. Representative at Frederick Camp.

(Signed) VINCENZO BLONDO,
Date—Oct. 22, 1915. Representative at Frederick Camp.

(Signed) JOE NACEARATTO,
Date—Oct. 22, 1915. Representative at Segundo Camp.

(Signed) DAN MORELLI,
Date—Oct. 21, 1915. Representative at Berwind Camp.

(Signed) ATTILIO BEVAQUA,
Date—Oct. 22, 1915. Representative at Tabasco Camp.

(Signed) MIKE RITZ,
Date—Oct. 22, 1915. Representative at Rouse Camp.

AGREEMENT RESPECTING CONDITIONS

(Signed) CHARLES MITCHELL,
Date—Oct. 22, 1915. Representative at Rouse Camp.

(Signed) D. R. PATTERSON,
Date—Oct. 22, 1915. Representative at Lester Camp.

(Signed) WILLIAM BROWN,
Date—Oct. 22, 1915. Representative at Lester Camp.

(Signed) D. GARCIA,
Date—Oct. 22, 1915. Representative at Ideal Camp.

(Signed) CAMILLO BATTISTE,
Date—Oct. 22, 1915. Representative at Cameron Camp.

(Signed) JOE WARD,
Date—Oct. 22, 1915. Representative at Walsen Camp.

(Signed) R. S. WILEY,
Date—Oct. 22, 1915. Representative at Robinson Camp.

(Signed) S. T. THOMAS,
Date—Oct. 22, 1915. Representative at Robinson Camp.

(Signed) BYRON RICHARDS,
Date—Oct. 22, 1915. Representative at Coal Creek Camp.

(Signed) RICHARD MADONNA,
Date—Oct. 22, 1915. Representative at Coal Creek Camp.

(Signed) WALTER PATRICK,
Date—Oct. 22, 1915. Representative at Fremont Camp.

(Signed) NICK KESERIC,
Date—Oct. 22, 1915. Representative at Fremont Camp.

(Signed) CHARLES OSSOLA,
Date—Oct. 22, 1915. Representative at Fremont Camp.

(Signed) LUIS LUSIK,
Date—Oct. 25, 1915. Representative at Rockvale Camp.

(Signed) LOUIS CERUTTI,
Date—Oct. 25, 1915. Representative at Rockvale Camp.

(Signed) GEORGE A. LEWIS,
Date—Oct. 25, 1915. Representative at Gulch Camp.

(Signed) F. E. SONGER,
Date—Oct. 28, 1915. Representative at Floresta Camp.

APPENDIX B
JOINT REPRESENTATION OF EMPLOYES AND
MANAGEMENT AND PROCEDURE
IN INDUSTRIAL RELATIONS

ADOPTED BY EMPLOYES AND MANAGEMENT OF THE
COLORADO FUEL AND IRON COMPANY AT THE MINES,
OCTOBER, 1915, AND AT THE STEEL WORKS AND
QUARRIES, MAY, 1916, AS CONSOLIDATED BY
A JOINT COMMITTEE OF EMPLOYES AND
MANAGEMENT DECEMBER 20, 1921

THE CONSOLIDATED FORM ADOPTED BY THE ANNUAL
MEETINGS OF EMPLOYES' AND MANAGEMENT'S
REPRESENTATIVES AT PUEBLO ON
DECEMBER 29-30, 1921

PREAMBLE

FOR the purpose of maintaining and further developing harmony and right understanding within The Colorado Fuel and Iron Company, the following method of joint representation and procedure in industrial relations has been adopted:

PART I
REPRESENTATION OF EMPLOYES

1. For the purpose of fixing the basis of representation, the divisions and subdivisions of existing properties are as follows:

DIVISION	SUBDIVISIONS
First—Blast Furnace.	{ A—Transportation, Pig Machine and Cinder Dump. B—All other Blast Furnace Men.
Second—Open Hearth and Bessemer.	{ A—Open Hearth; Spiegel Plant. B—Bessemer Department. C—East Side Producers.

CONSOLIDATED PLAN OF REPRESENTATION

Third—Rail Mill.....	{	A—Soaking Pits and Rail Mill. B—Finishing and Loading Department.
Fourth—Old Mills.....	{	A—Bolt and Spike Mills. B—12-inch and 20-inch Mills.
Fifth—East Mills.....	{	A—Rod and 10-inch Mills, B—14-inch Mill and Shipping Department. C—40-inch Mill. D—East Side Boilers
Sixth—Wire Mill.....	{	A—Rod Dock; Cleaning House; Drawing Room. B—Nail Mill and Rumbler Room. C—Galvanizing Department; Pot Room, and Bundling Room. D—Barb and Bale Tie Departments. E—Field Fence. F—Shipping Department and Cooper Shop. G—Electrical, Mechanical, Boiler Plant and Yard.
Seventh—Shops.....	{	A—Foundry. B—Machine Shop. C—Boiler Shop. D—Carpenter, Scale, Pattern, Smith, Pipe Shops and Store House. E—Roll Shop. F—Electrical Shop; Power Plant. G—Masons. H—C. & W. Shop and Car Men. I—Pipe Foundry.
Eighth—By-Product Coke Plant.....	{	A—Batteries. B—Remainder of Coke Plant.
Ninth—Yard.....	{	A—C. & W. Trackmen. B—Floating and Contract Gangs. C—Locomotive Cranes and Stables. D—Watchmen.
Tenth—C. & W. Transportation.....	{	C. & W. Transportation Men, except Blast Furnace Men.
Iron Mines.....	{	A—Sunrise. B—Chicago. C—C. & W. Ry., Northern Division.
Quarries.....	{	A—Lime. B—Calcite.

EMPLOYEES' REPRESENTATION IN COAL MINES

MORLEY.....	{	A—East Side Mine. B—Slope Mine.
STARKVILLE		
ENGLE		
SOPRIS.....	{	A—Number One Mine. B—Number Two Mine.
PRIMERO.....	{	A—First North Mine. B—East Side Mine.
FREDERICK		
BERWIND		
TOLLER		
TABASCO		
SEGUNDO.....	{	A—Washeries and Coke Ovens. B—C. & W. Ry., Southern Division.
ROUSE		
LESTER		
IDEAL		
CAMERON.....	{	A—No. 1. B—No. 2.
WALSEN ROBINSON.....	{	A—Old Walsen. B—Robinson No. 1. C—Robinson No. 2.
PICTOU		
JOBAL		
KEBLER No. 1		
KEBLER No. 2		
COAL CREEK		
ROCKVALE		
FREMONT		
EMERALD		
CRESTED BUTTE		
ELK MOUNTAIN		

As additional properties are added to the operations, they shall be entitled to representation on the same basis.

CONSOLIDATED PLAN OF REPRESENTATION

2. ANNUAL ELECTION OF EMPLOYES' REPRESENTATIVES

Employees in each division or subdivision shall annually elect from among their number, representatives to act on their behalf with respect to matters pertaining to their employment, living and working conditions, the adjustment of differences, and other matters of mutual concern and interest.

3. TIME AND METHOD OF CALLING ANNUAL ELECTIONS AND PERSONS ENTITLED TO PARTICIPATE

The annual nomination and election of representatives shall be held during the first half of the month of January, unless deferred by common consent.

The nomination and election shall be called by direction of the President of the Company.

Notice of nomination and election, indicating the time and place thereof and the number of representatives to be elected in the division or subdivision, shall be conspicuously posted a week in advance and shall state that employees being wage earners at the time and for at least three months immediately preceding the month in which elections are held, shall be entitled to vote. No foreman or official having authority to employ or discharge, or any salaried employee, shall have the right to vote. Where meetings are held for election, no such person shall be present.

4. ELIGIBILITY FOR OFFICE OF REPRESENTATIVE

Only an employee who is a citizen of the United States, who is 21 years of age or over, and who is and has been an employee of the Company continuously for at least one year immediately preceding the month in which elections are held, shall be qualified for nomination and election as a representative.

5. BASIS AND TERM OF REPRESENTATION

Representation of employees shall be on the basis of one representative to every 150 wage earners or major fraction thereof, but each division, whatever its number of employees, shall be entitled to at least two representatives, and each subdivision shall be entitled to at least one representative.

Inasmuch as the numbers of shift men and tonnage men are about equal in and around coal mines, it is recommended that one representative be chosen from each group.

Representatives shall be elected for a term of one year or until their successors are elected and qualified.

EMPLOYEES' REPRESENTATION IN COAL MINES

6. NOMINATION AND ELECTION OF REPRESENTATIVES

Nomination and election of representatives shall be by secret ballot under conditions that insure freedom of choice and an impartial count.

Procedure for conducting nominations and elections shall be agreed upon by the employees' representatives and the management at each operation.

For purposes of nomination and election, the management shall provide ballot boxes and blank ballots, the ballots to be of one color or form for nominations, and of another for elections.

7. METHOD OF NOMINATION

Each employe entitled to vote shall be given a nomination ballot, on which he shall write the names—or if unable to write, he shall have the duly authorized tellers or a fellow employe, in the presence of the tellers, write the names—of the fellow employes in his division or subdivision whom he desires to nominate as representatives, and himself deposit the nomination ballot in the ballot box. Each employe may nominate representatives to the number to which the division or subdivision is entitled, and which shall be stated on the ballot.

In the event of any nomination ballot containing more names than the number of representatives to which the division or subdivision is entitled, the ballot shall not be counted.

The persons, to the number of twice as many as the number of representatives to which the division or subdivision is entitled, receiving the highest number of nomination votes, shall be regarded as the duly nominated candidates for representatives; provided, that in case two or more names shall be tied for nomination, and each shall have received a sufficient number of votes to nominate him, then all such names shall be included on the election ballot.

Except as hereinafter provided, the tellers shall make out in alphabetical order a list of the duly nominated candidates, which shall be posted in each subdivision not later than the day preceding the election.

8. METHOD OF ELECTION

The election of representatives shall be held by secret ballot from among the candidates nominated, whose names, in

CONSOLIDATED PLAN OF REPRESENTATION

alphabetical order and the number of candidates each voter may vote for, shall be placed on the election ballots, the same tellers having charge of the balloting; provided, that where mass meetings are held for the purpose of election the employes shall write their choice on the election ballots. In case of a tie vote, another ballot shall be taken on the candidates who were tied.

9. APPEAL IN REGARD TO NOMINATION OR ELECTION

The tellers shall preserve, properly sealed, for a period of two weeks, both the nomination and election ballots. Should an appeal be made to the President within seven days in regard to the validity of the nomination or election in any division, upon a request in writing signed by twenty-five employes in such division who participated in the election, the tellers shall deliver the ballots to the President of the Company for recount. Should no such request be received within that time, the tellers shall destroy the ballots. If, after considering the appeal with the local Committee on Co-operation, Conciliation and Wages, the President is of the opinion that the nomination or election has not been fairly conducted, he shall order a new election in the division concerned at a time to be designated by him.

10. SPECIAL ELECTIONS

Special elections shall be similarly called when removal, resignation, permanent transfer or other circumstance causes a vacancy in representation.

A representative shall immediately and automatically cease to hold office upon severance of his relations with the Company or upon his permanent appointment to such a position as would disqualify him from voting or acting as a representative.

11. RECALL

A representative may be recalled on petition signed by a majority of the eligible voters in his division or subdivision, but such representative shall be eligible for nomination as a candidate at the election called to fill the vacancy caused by his recall.

12. MEETINGS OF EMPLOYES

Meetings of employes in any division or subdivision, or conferences of employes' representatives, may be held at such

EMPLOYEES' REPRESENTATION IN COAL MINES

times as will not interfere with operations, to consider and make recommendations concerning any matters pertaining to their employment, living and working conditions, or arising out of existing relations, including such as they may desire to have considered at the joint conferences, also any matters referred to them by the President, other officers, or by any of the joint committees.

PART II

JOINT MEETINGS AND JOINT CONFERENCES

Steel Works, Iron Mines and Limestone Quarries.	Coal Mines.
JANUARY	
Annual nominations and elections of representatives, first half January.	Annual nominations and elections of representatives, first half January.
Committee and joint committee meetings, first joint conference, last half.	First joint conference, last half.
FEBRUARY	
MARCH	
APRIL	
MAY	
Second joint conference, first half.	Second joint conference.
JUNE	
JULY	
AUGUST	
SEPTEMBER	
Third joint conference, first half.	Third joint conference.
OCTOBER	
NOVEMBER	
DECEMBER	
Annual joint meeting.	Annual joint meeting.

**CONSOLIDATED PLAN OF REPRESENTATION
JOINT CONFERENCES AND JOINT COMMITTEES**

1. ARRANGEMENT OF DISTRICTS

Joint conferences shall be held and joint committees shall be selected as follows:

For the Trinidad District, comprising the coal mines and the coke ovens in Las Animas County, and the Southern division of The Colorado & Wyoming Railway Company.

For the Walsenburg District, comprising the coal mines in Huerfano County.

For the Canon District, comprising the coal mines in Fremont County.

For the Western District, comprising the coal mines on the Western Slope.

For the Sunrise District, comprising the iron mines in Wyoming, and the northern division of The Colorado & Wyoming Railway Company.

For the Minnequa District, comprising the steel works and limestone quarries, and the middle division of The Colorado & Wyoming Railway Company. (For convenient working purposes each quarry may have its own joint committees.)

2. TIME, PLACE AND PURPOSE OF DISTRICT JOINT CONFERENCES

Joint conferences shall be held at the call of the President, at places to be designated by him, in January, May and September each year. Special joint conferences may be held as the President of the Company or a majority of the employes' representatives may find desirable.

The purpose of these joint conferences shall be to discuss freely matters of mutual interest and concern, embracing a consideration of suggestions to promote increased efficiency and production, to improve living and working conditions, to enforce discipline, avoid friction, and to strengthen friendly and cordial relations between management and employes.

3. REPRESENTATION AT JOINT CONFERENCES

At the joint conferences the employes shall be represented by their elected representatives. The management shall be represented by such officials as the President may designate.

The management representatives with voting power may equal but not exceed in number the representatives of the employes.

EMPLOYEES' REPRESENTATION IN COAL MINES

The Company shall provide appropriate places of meeting for the conferences.

4. PROCEDURE OF JOINT CONFERENCES

The joint conferences shall be presided over by the President, or such officer as he may designate.

Each conference shall select a secretary, who shall record its proceedings, which shall be certified to by the presiding officer, and of which a copy shall be sent to the President's Industrial Representative.

5. JOINT COMMITTEES ON INDUSTRIAL RELATIONS

The first joint conferences held in each year shall select the following joint committees, each committee to be composed of twelve members for the steel works, Minnequa District, and of six members for each of the other districts, of whom the employes' representatives shall designate one-half and the management one-half:

Joint Committee on Co-operation, Conciliation and Wages;

Joint Committee on Safety and Accidents;

Joint Committee on Sanitation, Health and Housing;

Joint Committee on Recreation and Education.

These joint committees shall be regarded as permanent committees, available for consultation at any time throughout the year with the Advisory Board, the President, the President's Industrial Representative or any of the other officers.

Each joint committee shall select a chairman and a secretary, and arrange its own procedure and hold meetings at least quarterly.

Questions brought before a joint committee shall be fully and definitely presented in person or in writing, and the records of the joint committee should show the disposition made and the final actions taken on each matter considered.

The secretary of each permanent committee shall prepare in writing a full report of the proceedings of the committee for submission to the annual joint meetings.

6. DUTIES OF JOINT COMMITTEES, GENERAL

Each of the joint committees may of its own initiative bring up for discussion at the joint conferences, or have referred to it for consideration and report to the President or other officer at any time throughout the year, any matter pertaining to its duties as herein set forth.

CONSOLIDATED PLAN OF REPRESENTATION

7. **THE JOINT COMMITTEES ON CO-OPERATION, CONCILIATION AND WAGES** shall have to do with any matters pertaining to the prevention and settlement of disputes, terms and conditions of employment, including wages, hours and other working conditions; maintenance of order and discipline, company stores and other similar matters. At the coal mines a local employes' representative shall accompany the committee on inspection trips.

8. **THE JOINT COMMITTEES ON SAFETY AND ACCIDENTS** shall have to do with any matters pertaining to the safeguarding of machinery and dangerous working places, the prevention of accidents, the investigation of fatal accidents, the use of explosives, fire protection, first-aid and other similar matters. At the coal mines a local employes' representative shall accompany the committee on inspection trips.

9. **THE JOINT COMMITTEES ON SANITATION, HEALTH AND HOUSING** shall have to do with any matters pertaining to health, hospitals, physicians, nurses, occupational diseases, sanitation, water supply, sewage system, garbage disposal, street cleaning, wash and locker rooms, houses, rents, gardens, fencing and other similar matters. At the coal mines a local employes' representative shall accompany the committee on inspection trips.

10. **THE JOINT COMMITTEES ON RECREATION AND EDUCATION** shall have to do with any matters pertaining to social centers, clubhouses, playgrounds, entertainments, moving pictures, athletics, competitions, field days, schools, libraries, classes for those who speak only foreign languages, technical and vocational education, manual training, churches and Sunday Schools, and other similar matters. At the coal mines a local employes' representative shall accompany the committee on inspection trips.

11. ANNUAL JOINT MEETINGS

Annual joint meetings of all representatives of the employes and of the management, including members of the several joint committees, shall be held during the month of December in places and in groups to be designated by the President, except at Sunrise where each committee shall be represented by one of its members to be elected by the committee.

EMPLOYEES' REPRESENTATION IN COAL MINES

At these meetings, condensed reports covering the work of the year shall be made by each of the joint committees and matters of common interest, requiring collective action, considered.

12. SPECIAL JOINT MEETINGS

Special joint meetings of any two or more districts or groups may be called at any time upon the written request to the President of a majority of the representatives in such districts or groups or upon the President's own initiative for the consideration of such matters of common interest as cannot be dealt with satisfactorily at district conferences. Notice of such special joint meetings shall be given at least two weeks in advance.

PART III

THE PREVENTION AND ADJUSTMENT OF DISPUTES

1. OBSERVANCE OF LAWS, RULES AND REGULATIONS

There shall be on the part of the management and of the employes, a strict observance of the federal and state laws and of the Company's rules and regulations.

2. WAGES AND RULES OPEN TO INSPECTION

The wage rates and the rules governing working conditions shall where practicable be posted in a conspicuous place in each subdivision and at each mine. They shall at all times be kept on file by the superintendent and shall be open to inspection by any representative or other employe upon request.

3. NO DISCRIMINATION ON ACCOUNT OF MEMBERSHIP OR NON-MEMBERSHIP IN LABOR OR OTHER ORGANIZATIONS

There shall be no discrimination by the management or by any of the employes on account of membership or non-membership in any society, fraternity or union.

4. THE SELECTION AND DIRECTION OF WORKING FORCES

The management of the properties and the direction of the working forces, including the right to hire and discharge, shall be vested in the Company, and, except as expressly restricted, these rights shall not be abridged by anything contained

CONSOLIDATED PLAN OF REPRESENTATION

herein. However, the fairness of any action under this paragraph shall be a proper subject for review, according to the general provisions expressed herein.

When it becomes necessary, through lack of work, to reduce the number of employes, length of service and other things being considered, men with dependents shall be given preference.

In making promotions, primary consideration shall be given to length of service and ability to do the work required.

5. EMPLOYES' RIGHT TO CAUTION OR SUSPENSION BEFORE DISCHARGE

There shall be posted in each division and subdivision, and made available to every employe, a list of offenses for commission of which by an employe, dismissal may result without notice.

For offenses other than those posted, employes shall not be discharged without first having been notified in writing that a repetition of the offense will be cause for dismissal.

A copy of this notification shall, at the time of its being given to an employe, be sent to the President's Industrial Representative and to the manager of the department.

6. EMPLOYES' RIGHT TO HOLD MEETINGS

Employes shall have the right to hold meetings at appropriate places on Company property or elsewhere, as they may desire, outside of working hours or on idle days. Meetings during working hours may be held at the mines only with the consent of the local management.

7. EMPLOYES' RIGHT TO PURCHASE WHERE THEY PLEASE

Employes shall not be obliged to trade at the Company stores, but shall be at liberty to purchase goods wherever they prefer.

8. CHECKWEIGHMEN AT COAL MINES

As provided by statute, coal miners have the right to employ checkweighmen, and the management shall grant the said checkweighmen every reasonable facility to enable them to render a correct account of all coal weighed.

9. DUTIES OF PRESIDENT'S INDUSTRIAL REPRESENTATIVE

It shall be the duty of the President's Industrial Representative to attend meetings and conferences, to respond promptly

EMPLOYEES' REPRESENTATION IN COAL MINES

to any request from employees' representatives for his presence, and to visit all of them frequently, and at least once every three months, to confer with the employees or their representatives and the management respecting working and living conditions, the observance of federal and state laws, the carrying out of the Company regulations, and to report the result of such conferences to the President.

10. EMPLOYEES' RIGHT OF APPEAL TO PRESIDENT OF COMPANY AGAINST UNFAIR CONDITIONS OR TREATMENT

Subject to the provisions hereinafter mentioned, every employe shall have the right of appeal to the President of the Company concerning any condition or treatment to which he may be subjected and which he may deem unfair.

11. COMPLAINTS AND GRIEVANCES TO BE TAKEN UP FIRST WITH FOREMEN AND SUPERINTENDENTS

Before presenting any grievance to the higher officers, employes should first seek to have differences or the conditions complained about adjusted by conference, in person or through their representatives, with the foreman or superintendent, preferably in the order named.

12. INVESTIGATION OF GRIEVANCES BY PRESIDENT'S INDUSTRIAL REPRESENTATIVE

Employes believing themselves to be subjected to unfair conditions or treatment may present their grievances to the President's Industrial Representative, either in person or through their representatives, and it shall be the duty of the President's Industrial Representative to look into the same immediately and seek to adjust the grievance.

13. EMPLOYEES' RIGHT TO APPEAL TO THE SUPERIOR OFFICERS OF THE COMPANY AGAINST UNFAIR TREATMENT, CONDITIONS, SUSPENSIONS OR DISMISSALS

Should the President's Industrial Representative fail satisfactorily to conciliate any difference with respect to any grievance, suspension or dismissal, the aggrieved employe, either himself or through his representative—and in either case in person or by letter—shall have the right of appeal for the consideration and adjustment of his grievance to the Manager, General Manager, or the President, preferably in consecutive order.

CONSOLIDATED PLAN OF REPRESENTATION

To entitle an employe to the consideration of his appeal by any of the higher officers herein mentioned, the right to the appeal must be exercised within a period of two weeks after the same has been referred to the President's Industrial Representative without satisfactory results.

14. REFERENCE OF DIFFERENCES IN CERTAIN CASES TO JOINT COMMITTEES ON CO-OPERATION, CONCILIATION AND WAGES

A difference which has been taken up, but not adjusted satisfactorily by any official, may be presented to the Joint Committee on Co-operation, Conciliation and Wages, and the decision of the majority of such joint committee shall be binding upon all parties.

15. REPRESENTATION ON JOINT COMMITTEES TO BE EQUAL WHEN CONSIDERING ADJUSTMENT OF DIFFERENCES

Whenever the Joint Committee on Co-operation, Conciliation and Wages is called upon to act with reference to any difference, except by the consent of all present, the joint committee shall not proceed with any important part of its duties unless both sides are equally represented.

Where agreeable, equal representation may be effected by the withdrawal of one or more members from the side of the joint committee having the majority.

16. UMPIRE TO ACT WITH JOINT COMMITTEES IN CERTAIN CASES

Should the Joint Committee on Co-operation, Conciliation and Wages, to which a difference has been referred, fail to reach a majority decision in respect thereto, if a majority of its members so agree, the joint committee may select as umpire a third person who shall sit in conference with the committee and whose decision shall be binding upon all parties.

17. ARBITRATION OR INVESTIGATION IN CERTAIN CASES

In the event of the Joint Committee on Co-operation, Conciliation and Wages failing satisfactorily to adjust a difference by a majority decision, or by agreement on the selection of an umpire, if the parties to the dispute so agree, the matter shall be referred to arbitration; otherwise it may be made the subject of a request for investigation by the State Industrial Commission of Colorado. (Note 1.)

EMPLOYEES' REPRESENTATION IN COAL MINES

Where a difference is referred to arbitration, one person shall be selected as arbitrator if the parties can agree on his selection; otherwise there shall be a board of three arbitrators, one to be selected by the employees' representatives on the Joint Committee on Co-operation, Conciliation and Wages, one by the management's representatives on this committee, and a third by the two arbitrators thus selected.

By consent of the members of the Joint Committee on Co-operation, Conciliation and Wages, to which a difference has been referred, in Colorado, the State Industrial Commission may be asked to appoint all of the arbitrators, or itself arbitrate the difference.

The decision of the sole arbitrator, or of the majority of the board of arbitration, or of the members of the Colorado State Industrial Commission, when acting as arbitrators, as the case may be, shall be final and shall be binding upon the parties. (Note 1.)

Note 1. The state of Wyoming has no tribunal corresponding to the Industrial Commission of Colorado; therefore the provisions of this plan relating to the Industrial Commission do not apply to Wyoming.

18. PROTECTION OF EMPLOYEES' REPRESENTATIVES AGAINST DISCRIMINATION

To protect against the possibility of unjust treatment because of any action taken or to be taken by him, any employees' representative believing himself to be discriminated against shall have the same right of appeal as is accorded every other employe.

PART IV

SOCIAL AND INDUSTRIAL BETTERMENT

I. EXECUTIVE SUPERVISION

A Vice-President or other executive officer, to be known as the Industrial Relations Executive, shall, on behalf of the President, supervise the administration of the Company's policies respecting social and industrial betterment, and the administration of the Joint Representation of Employes and Management and Procedure in Industrial Relations.

CONSOLIDATED PLAN OF REPRESENTATION

2. CO-OPERATION OF VICE-PRESIDENT OR OTHER EXECUTIVE OFFICER WITH JOINT COMMITTEES IN CARRYING OUT POLICIES OF SOCIAL AND INDUSTRIAL BETTERMENT

The Industrial Relations Executive shall from time to time confer with the several joint committees as to improvements or changes likely to be of mutual advantage to the Company and its employes. Members of the several joint committees shall be at liberty to communicate at any time with the Industrial Relations Executive, as well as with the President's Industrial Representative, with respect to matters under their observation or brought to their attention by employes or officials of the Company, which they believe should be looked into or changed. As far as may be possible, employes should be made to feel that the Industrial Relations Executive will welcome conferences with members of the several joint committees on matters of concern to the employes whenever such matters have a direct bearing on the industrial, social and moral well-being of employes and their families or the communities in which they reside.

3. ADVISORY BOARD ON SOCIAL AND INDUSTRIAL BETTERMENT

In addition to consulting, from time to time, the several joint committees or their individual members, the Industrial Relations Executive shall be the chairman of a permanent Advisory Board on Social and Industrial Betterment, to which may be referred questions of policy respecting social and industrial betterment and related matters requiring executive action.

4. MEMBERS OF ADVISORY BOARD

The Advisory Board on Social and Industrial Betterment shall be composed of such of the Company's officers as the President may designate.

5. REGULAR AND SPECIAL MEETINGS OF ADVISORY BOARD

The Advisory Board shall meet at least once in every six months, and may convene for special meetings upon the call of the chairman whenever he may deem a special meeting advisable.

EMPLOYEES' REPRESENTATION IN COAL MINES

6. POWERS AND DUTIES OF THE ADVISORY BOARD

The Advisory Board shall have power to consider all matters referred to it by the chairman, or any of its members, or by any committee or organization directly or indirectly connected with the Company, and may make such recommendations to the President as in its opinion are in the interest of the Company and its employees.

7. SUPERVISION OF COMMUNITY NEEDS BY INDUSTRIAL RELATIONS EXECUTIVE

The Industrial Relations Executive shall also co-operate in matters pertaining to the sanitary, medical, educational, religious, social and other like needs of the different communities related to the operating properties of the Company, with a view to seeing that such needs are suitably and adequately provided for, and the several activities pertaining thereto harmoniously conducted.

8. METHOD OF CARRYING OUT IMPROVEMENTS

Improvements respecting social and industrial betterment shall, after approval by the President, be carried out through the regular Company organization.

9. MEDICAL DEPARTMENT—DOCTORS

In making any new arrangement for a doctor at a camp or dispensary, the chief medical officer and the Industrial Relations Executive shall select the doctor and enter into an agreement with him, subject to approval by the Joint Committee on Sanitation, Health and Housing at the steel works and of the local employees' representatives at the mines and quarries.

10. COMPANY PERIODICAL

The Company shall publish, under the direction of the Industrial Relations Executive, a periodical which shall be a means of communication between the management, the employees and the public, concerning the policies and activities of the Company. This periodical shall be used as a means of co-ordinating, harmonizing and furthering the social and industrial betterment work, and of informing employees of the personnel and proceedings of conferences, boards and committees, in which they are interested. It shall record events

CONSOLIDATED PLAN OF REPRESENTATION

pertaining to social and industrial activities, and be a medium for making announcements with reference to the same, and for diffusing information of mutual interest to the Company and its employes.

11. COST OF ADMINISTERING JOINT REPRESENTATION AND OF FURTHERING SOCIAL AND INDUSTRIAL BETTERMENT POLICIES

The promotion of harmony and good will between the Company and its employes and the furtherance of the well-being of employes and their families and the communities in which they reside being essential to the successful operation of the Company's industries in an enlightened and profitable manner, the expenses necessarily incidental to the carrying out of the social and industrial betterment policies herein described, and the joint representation and joint conferences herein set forth, including the payment of expenses of employes' representatives when attending joint conferences and annual joint meetings, and their reimbursement for the working time necessarily lost in so doing, shall be borne by the Company. But nothing herein shall preclude employes of the Company from making, in lieu of payment by the Company or in addition to it, such payment to their representatives in consideration of services rendered on their behalf as they themselves may voluntarily desire and agree to make.

12. PROVISION FOR AMENDMENT

This agreement of Joint Representation of Employes and Management may be altered or amended by majority vote of the regularly elected representatives of the employes and a majority vote of the representatives of the management appointed for such purpose in any joint meeting of all representatives of the employes and management regularly called, upon at least a thirty days' notice.

[The Memorandum of Agreement Respecting Employment, Living and Working Conditions which is printed in Appendix A, pages 415 to 421, is also appended to the original of this consolidated form of the Plan of Representation. B. M. S.]

INDEX

INDEX

- Accidents: joint committee on, 64, 137, 138; responsibility for, in mines, 138
- Adjustment of grievances. See *Grievances*
- Age limit in the plan. See *Pensions*
- Air course, in coal mines, 42
- Allied Steel Council, 359
- American Federation of Labor: appeal of, to workers, 4; attitude toward shop committees, 359
- Anderson, Judge A. B., 304, 328
- Annual meetings: of joint committees, 67; for electing representatives, 60-62, 74, 80, 86
- APPENDICES, 401-438
- Arbitration: provision for, 66; and appeal, 67
- Ballots: representatives selected by, 25, 80; two-color plan for, 27; secret, 61; in coal mines, 81-84, 87
- Bath-houses, first built at Morley, 120-121
- Beach, Ben, 90, 91, 169, 171, 172, 173 and 174 (footnotes)
- BEGINNINGS OF EMPLOYEES' REPRESENTATION, 9-27
- Bituminous Coal Commission, wage increase granted by, 88, 237, 238, 247
- Boards: adjustment of grievances by, proposed, 15; collective bargaining through, 16, 18
- Bowers, L. M., 16, 17, 19, 103
- Bribes, unfounded rumors of, 50 (footnote), 104, 152
- Brushing, in coal mines, 45-46
- Camp and Plant*, 4, 115, 116, 139, 122 (footnote), 145 (footnote)
- Camps: in Colorado, described, 118-119; architecture in, 119, 123, 129; housing standards, 119-129; first bath-house in, 120; water for, 121 (footnote), 122; rentals, 123, 126, 129; congestion in, 124; gardens, 125; housing complaints in, 127; coal charges in, 128; medical service in, 129-136; safety committees for, 137-139; educational work in, 139-143; safety inspectors for, 137, 145; nationalities of miners, 146; union organizers excluded from, 325-328, 334, 335, 357, 361; denied for union meetings, 365-375
- Cass, Alfred C., 4
- Central Competitive Field, 235, 237, 238, 239, 273, 293, 303, 304, 305, 307, 387
- Check-weighmen: "trade agreement" for, 72, 382; grievances and, 187, 216-219; work of,

INDEX

- 216; election of, 217; authority of, 218; criticism of, 292
- Coal: prices charged in mine camps, 128; grievances over inspection of, 178, 186, 187; delivery of, to employes, 190; increased price of, 240, 242 (footnotes), 245; market for, 246; miners' wage scale, 248; tonnage during 1919 strike, 311-316, 323
- Coal mines: described, 41-43; working places in, allotment of, 43-44, 50; pick mining, 44; machine mining, 45; classes of workers in, 46; foreman's responsibilities, 46, 50; fire boss, 47; state inspector, 47; chief mine inspector, 48; superintendent, 48; workers' supplies, 51; dead work, grievances of, 51-52; mine cars, 53; nature of work in, 53-55; hazards in, 54; location of, and map, 60; reporting grievances in, 76, 89, 96, 150-152; voting in, and elections, 80-84, 86, 92; lamp house in, 81; report of state inspector, 81 (footnote); number of miners in Colorado, 84 (footnote); determining wages in, 97-98; abusive officials in, 104, 108; securing safety in, 106 (footnote); adjustment of grievances in, 148-177; report on Starkville, 178, 179-186; discussion of grievances at Walsen, 186-188; timidity of representatives, 188-194, 197; pension plan for, 197-202; wages and security of employment in, 232-265; table giving wage scale in, 248; reports of Industrial Commission on, 247-256; regularity of output, 246; size of force and output during 1919 strike, 311-316, 323; shut down of, 312; number in Trinidad District, 313; report on West Virginia Coal Fields, 391. See also *Central Competitive Field*
- COAL MINING AS AN OCCUPATION, 41-55
- Code, need for an industrial, 390-391
- Collective bargaining: defense of, by Mr. Rockefeller, 13, 14, 30-32; Mr. Welborn defines, 37
- Colorado and Wyoming Railway, 150, 359 (footnote)
- Colorado Coal and Iron Company, consolidation of, 4
- Colorado Fuel Company, consolidation of, 4
- Colorado Industrial Plan, The*, by John D. Rockefeller, Jr., 26
- COLORADO MINERS IN THE STRIKE OF 1919, 303-323
- Commission on Industrial Relations: study by, in 1914, 11; report on Colorado strike, 13, 20, 21 (footnotes)
- Committees: on Mines and Mining, 12; proposed, on grievances, 12, 20; suggested for representatives, 21-22; joint, 63-67, 116, 139, 149, 156, 386; work of, 115-147; advisory relation of, and membership, 116; on housing, 117-129; health and medical service, 129-136; safety and accident, 137-139; education and recreation, 139-143, 391; responsibilities of, 144-147
- COMPANY IN THE STRIKE OF 1919, THE, 325-349
- COMPANY'S PURPOSES IN EMPLOYEES' REPRESENTATION, 28-37

INDEX

- Conferences: need for, 30, 31; district, 63, 67, 404; representatives' part in, 75, 79, 87; National Industrial Conference, in Canada, 351-353, 377; with labor leaders, 358; President's Industrial Conference, report of, 393-394; and the partnership of labor, 395-398; plan for joint, 427-431
- Congestion, in company houses, 124
- Consolidation: Colorado Fuel and Iron Company incorporated, 4; of plans, and name of, 59 (footnote); representation form adopted in 1921, 421
- Constitutionalism in industry, 381
- Co-operation, Conciliation, and Wages, Joint Committee on, 64 (footnote), 156
- Co-operation in Industry*, by John D. Rockefeller, Jr., 392, 395 (footnote)
- Corwin, Dr. R. W., 115, 129, 130, 134
- Cross-bars: definition of, 43; rates for setting up, 207-216, 230; grievances over, 209-215; tests in setting, 210
- Dalrymple, James, 117
- Dead work, described, 51
- Dennison, Archie, 212, 213
- Dennison, T. N., 156
- Discharge: responsibility of mine officials for, 94, 99-103, 106-111; strike caused by, 95; power of, and limitations, 100-102, 109, 234, 382; and adjustment of grievances, 154-155, 166-175; employes' fear of, 189, 357; of union organizers, 326-328, 335, 341
- Discrimination: discussion of company's policy toward unions, 330, 351-356, 373; report of National Industrial Conference on, 351-355; changed conditions since 1915, 357, 358, 361; against union organizers, 362-365; against union meetings, 365-372; and the constitution, 382
- District conferences. See *Conferences*
- Districts: groups of mining, 60 (footnote), 313; strength of United Mine Workers in, 313-324; number of miners in, and output, 311-316, 323; strike records for, in 1919, 314-324; federal troops for, 317, 321-324
- Doyle, Edward L., 11
- Dutchess Bleachery. See *Sharing Management with the Workers*
- Education: and the plan, 33; joint committee on, 64, 65, 140, 142 (footnote); model school house plan, 115 (footnote); company equipment for, 117, 139-142; activities to promote, 140-142; co-operation of school boards, 141-143; domestic science and manual training, 141; opposition to committee on, 143; Committee on Education and Labor, 391
- Education and Labor, Committee on, 391
- Eight-hour day, history of, and United Mine Workers, 241

INDEX

- Elections: of employes' representatives, 25, 60, 74, 80, 86, 92; procedure for, and secret ballots, 61, 80-84; reports on, 80-84; annual meetings for, 86-89, 92; district conferences, 87-88; of conference delegates, 272-273; for district offices, 279; voting methods, for the plan, 290; criticized by trade unions, 292
- Employes: question of protecting interests of, 5; annual meetings of, for electing representatives, 60-61, 74-75, 80, 86-87; status of, and the plan, 79-80; need of special representatives for, 89-94; and the power of discharge, 100-102; insecurity of employment, fear of, 100-101; community interests of, and the plan, 143-147, 386; questions of, concerning grievances, 150-152; discrimination against, by mine officials, 153-156, 166-175; point of view of, misunderstood, 175; share of, in determining wages, 232-234, 240, 250; petition reduction in wages, 248, 263; on wage agreement, 257-258; freedom of, to join unions, 276; resolution of, denouncing the plan, 299; Mr. Welborn explains policy of company toward, 300-302; miners in the strike of 1919, 303-324; Representation Protective Association, 318; discharge of "trouble-makers," 326-328, 335, 341 (footnote); denied responsibility for decisions, 385-386; an industrial constitution for, 381; participation in national standards, 387-390; industrial code for, 390-391; employes' representation, analyses of, 392-395; plan of representation for, 401-418; and management, joint representation and industrial procedure for, 421-438
- Employes' Representation Protective Association, 318
- EMPLOYES' REPRESENTATIVES, THE, 74-98
- Entries, in coal mines, 43
- Falls: in coal mines, 42, 52; grievances over cleaning up, 219-227; notes regarding, 219-222; rates of pay for, 223-227
- Fire bosses: as safety inspectors, 47, 220; as representatives, 85; attitude of, 86
- Fitch, John A., 9
- Foremen: responsibilities of, 46, 49, 50, 103, 107; mining laws respecting, 46; and bribe taking, 50 (footnote), 104, 152; abusive, 104; safeguarding authority of, 109; and adjustment of grievances, 166-175, 179-184, 188-194, 205, 221, 227; criticism of pension plan by, 199
- Four parties to industry, 28-29, 78
- Fuel Administration: report on wages, 236, 237; and United Mine Workers, 283
- Garfield, Fuel Administrator, 236
- Geography: distance of mining communities from Denver, 3; map of industrial properties, opposite 60; mining districts, outline of, 60; of mining centers, 271, 313

INDEX

- Gilbert, William C., 89, 90, 91, 157, 224, 225
- Glad, Mike, 345, 348, 349
- Grand River Coal and Coke Company, consolidation of, 4
- Grievances: committees for, proposed, 12, 20; methods of reporting, 23; of coal miners, 49, 50, 52, 53, 54; committee for adjustment of, 65; arbitration for, 66; representatives' share in reporting, 76, 89; mines reporting, 96; adjusted by representatives, 96-97; of discharge, 99-102; responsibility of superintendents and foremen in adjusting, 103, 106-110; on housing conditions, 126-127; methods of adjusting, a test of the plan, 148; Mr. Rockefeller on, 148; right of appeal in, 149; procedure for settlement of, 149; statistics on number of, 150, 151, 152; scope of, 151-155; report of Joint Committee on, 156-162; satisfactory local settlement of, 163-165; unsatisfactory adjustments of, 165-175; better understanding necessary between management and employes, 175, 176; unreported, 177-203; Starkville report on, 178-186; in Walsen District, 186-188; representatives' attitude on, 188-196; personnel department for, 197; and the service retirement plan, 198-202; over compensation, 204-231; over cross-bars, 207-216; over weights, 216-219; over falls, 219-227; over rock, 228-231; reduction in wages provokes, 240-265; by union officials, 282; over conditions for securing work, 298; resolution against the plan, 299; in strike issues of 1919, 303, 306, 318, 329-349; protests against "red card," 329-333; of strikers over assignment of work-places, 337-349; a strike for re-employment, 339-349; adjustments of, since 1915, 357, 360; difficulty of holding union meetings, 365-375; joint committees for hearing, 386, 397; local needs for settlement of, 397; prevention and adjustment of disputes, plan for, 431-435. See also *Discharge*
- GRIEVANCES OVER COMPENSATION, 204-231**
- Griffiths, David, 25, 70, 152, 153, 154, 155, 164, 170, 171, 172, 173 (footnote), 174, 178, 185 and 206 (footnotes), 207, 209, 216, 217, 223, 297 (footnote)
- Hayes, Frank J.; 11
- Health: joint committee on, 64, 65; pioneer welfare work in Colorado, 115, 116; and medical service, 129-134; pamphlets on, 130, 131; Minnequa Hospital Medical Department rules, 130-131; physical examination, objections to, 134-136
- Hicks, Clarence J., 68 (footnote)
- Hire and discharge: right to, and the plan, 72, 73, 99-101, 184; limitations of discharge, 102, 106, 109
- History: and growth of Colorado Fuel and Iron Company, 4; of trade unionism, 4, 7; of 1913 strike, 9-13; and revision of representation plan, 59,

INDEX

- 421; of early welfare work, 115
- Hours of work: plan of agreement for, 71; grievances over, 160, 161, 162; memorandum of agreement on, 233, 234; United Mine Workers and the eight-hour day, 241
- Housing: joint committee on, 64, 65; mining camp described, 118-119; uniformity of design, 119; centralized administration of, 120; improved standards in, 120-125; problems of equipment, 126; complaints, 127; question of design and rental, 128-129
- HOW GRIEVANCES ARE ADJUSTED, 148-176
- Human relationship: and social philosophy of the plan, 7; three questions of, 8; background of need for better, 9, 55, 176; studies of problems in, 24; views of Mr. Rockefeller on, 29-32, 392; Mr. Welborn on, 36, 37; representation a means of restoring, 59, 62-73; policy of advisory board on, 68; a trade agreement for, 71; power of discharge and, 100, 184, 197; in sharing decisions, 202; unionism and the plan, 351, 377, 398
- INCOMPLETE EXPERIMENT, AN, 381-398
- Industrial Bulletin*, 60, 92 (footnote), 145, 152, 156, 247, 249 (footnote), 250 (footnote), 306, 317 (footnote)
- Industrial Commission: of Colorado, 66, 67, 89; hearings before, 92, 117 (footnotes), 249, 300, 325, 331; action of, to restore wage scale, 249; wage reports of, 249, 250, 251-256; on reduction in wages, 256, 260, 264; orders prosecution of strikers, 261, 305; inquiry of, on discrimination against employes, 331, 340, 349
- "Industrial constitution": basis for, 70, 381-382; an experiment, 398
- Industrial Co-operation and Conciliation, Joint Committee on, 64, 65, 66, 116, 149, 156-162, 188
- Industrial Plan, The*, by John D. Rockefeller, Jr., 381
- Industrial relations, method of joint representation and procedure in, 421-438
- Industrial Representation Plan: purposes of, 3, 37, 80; how regarded, 6; gauging the value of, 7; established in 1915, 9, 277; nucleus of, 14-20; drafting of, 26, 289; board of directors approve, 27; new spirit in, essential, 29; human relations fostered by, 30-34, 36, 59; and trade unionism, 35; name of, revised, 59, 69; cost of administering, 70; reprint of agreement, 74 (footnote), 416; functions of representatives in, 74-78, 86, 89; financial status of representatives, 77; discussion on lack of confidence in, 89-92; responsibility of supervising officials, 99-111; publications and the, 145; fundamental rights granted by, 147; results of, shown in three points, 148; condemnation of, 191-196; men not consulted in arranging the, 201; safeguarding wages by, 232, 240, 250, 257, 259, 262, 265, 269, 293;

INDEX

- attitude of, toward the union, 283, 350-360, 365, 372, 392-395; attitude of unions toward, 286-294, 350, 356, 396, 398; activities of union against, 295-302; resolution to abolish, 299; strength of, in Walsenburg District, 315; and "red card" of employment, 329-333, 339; policy of no discrimination by, 351-356; changes by, since 1915, 356-357; basis for an industrial constitution, 381, 398; no participation in national standards, 387-389; President's Industrial Conference on, 393-394; in the partnership of labor, 396-398
- Industrial Representation Plan*, 401
- INDUSTRIAL REPRESENTATION PLAN VERSUS TRADE UNIONISM, THE**, 350-378
- Insecurity of employment: and the power of discharge**, 100-102, 234; authority of Industrial Commission to investigate unemployment, 259 (footnote)
- Inspector of Coal Mines, Annual Report of the State**, 81 (footnote)
- Inspectors: duties of state mine**, 47; chief mine inspector, 48; testimony of, on coal mines, 117; of housing, 120, 125, 127; for safety in mines, 137
- Interest in the plan**, 87, 93, 144, 147, 175, 182, 191-196, 199, 214
- International Harvester Company**, 396 (footnote)
- Interstate Commerce, Committee on, hearings before, on wage increase**, 239, 242
- Iron mines, in Wyoming**, 60 (footnote), 121
- Jerome, John L.**, 4
- Johnson, George O.**, 305, 328
- Joint committees: number of, and functions**, 63-67; reports of, at annual meetings, 67; on safety and accidents, 64, 137; on sanitation, health and housing, 64, 117-129; on recreation and education, 64, 139-143; on industrial co-operation and conciliation, 64, 65, 66; annual meetings for, 67; on grievances, 149, 156, 386
- Joint Representation of Employes and Management, title of plan**, 59, 69 (footnotes)
- Kebler, Julian A.**, 4, 115, 116, 140
- Kenyon, Senator**, 390, 391 (footnote)
- King, Harry**, 158
- King, W. L. Mackenzie**, 11, 13, 14, 16, 18, 19, 20, 24, 26, 119, 149, 277, 351, 352, 353, 354, 355, 357, 377, 392, 398
- Labor and Capital—Partners*, by John D. Rockefeller, Jr., 66, 148 (footnotes)
- Labor policy of the plan**, 351, 381-383, 392-393
- Lawson, John**, 11, 278, 279, 280
- Lewis, John L.**, 304, 360
- Lime quarries, location of**, 60 (footnote)
- Loaders, in coal mines**, 45, 205

INDEX

- Ludlow: tragedy of strike at, 10, 11, 260, 269; memorial statue, 269
- Machine mining, processes of, 45
- Main haulage way, in coal mines, 41
- Man-trip: definition of, 43; rules for use of, 158; a source of grievance, 195
- Man-way, 155
- Map, of industrial properties, opposite 60
- Martial law: and the strike of 1921, 260, 261, 262; when rescinded, 262
- Matteson, B. J., 70, 90, 91, 166, 168 and 169 (footnotes), 206 (footnote), 219, 221, 223, 224, 225, 297, 298 (footnote), 321
- McLennan, John, 11
- Medical service: pioneer workers in, 115, 130; of Minnequa Hospital, 129-134; pamphlet, 130; Medical Department information, 131; charges for, 132; satisfaction of employes with, 133; complaints, 134; physical examination, 134-136
- Meetings: duties of representatives at, 86; special 87; lack of interest in, 88; right to hold, 147; plan for joint, 427-431
- Memorandum of Agreement: wage schedule of, 232, 233; guarantees of, 382-383; practices that supplement, 383-384; judicial and legislative functions, 384, 385; respecting employment, living and working conditions, 416-420
- Mine cars: relation of, to earnings, 53; a source of grievance, 159, 180
- Miners: work of, in coal mines, 43-55; classes of, 46; hazards, 54; need of better human relations with, 55; number of, 59, 84, 147, 159, 251, 252, 254, 311-316, 323, 396; election of representatives for, 61, 74-84, 89, 92; nationality, 146; adjustment of grievances, 148-176; unreported grievances, 177-196; age limit for employment, 197-203; conditions that affect earnings of, 204, 208, 216, 219, 228; wages and security of employment, 232-265, 387, 396; eight-hour day, history of, 241; standards of living and wages for, 242, 243; purchase of automobiles by, 243, 244; wage scale for, and classes of, 248; in the strike of 1919, 303-324; working statistics of, 311-316, 323; sheriff's proclamation to, 320; excluded from company camps, 325-329, 335, 340; union meetings of, 365-375; national organization of, 377, 378; basis for legislation governing, 381-386; in the partnership of labor, 397-398
- Mines. See *Coal mines*; *Iron mines*; *Quarries*
- Mines and Mining, Committee on, 12
- Minnequa District, steel works and lime quarries in, 60 (footnote)
- Minnequa Hospital: location and supervision of, 65, 129; efficiency of, 116, 133-134; medical department rules, 130-131, 135; charge to employes, 131, 132; fund, 132

INDEX

- Minnequa Steel Works: method of voting at, 83; closing of, 312; report on, 360 (footnote)
- Mitchell, John, 11
- Moore, Tom, 351
- Moran, James, 279, 281, 282, 283, 284, 358, 359
- Murphy, Starr J., 21, 23
- National Industrial Conference: in Canada, 351-353, 377; report of proceedings, 352, 353, 377
- Nationality: of miners, 146, 309; Mexicans discriminated against, 153
- National organization, 377-378
- Neelley, E. L., 319, 320, 321
- Osgood, John C., 4
- Output of coal mines, 311-316, 323
- Parties to industry, Mr. Rockefeller describes, 28
- Partnership: question of establishing, 5-8; "zone of agreement" in, 6; doubts and pre-judgment of, 6-7; gauging results of, 7-8; introduction of representation plan, 24-27; four parties in industry, 28; defense of, by Mr. Rockefeller, 29-32; an appreciation of, 34; Mr. Welborn defines, 36-37; Dutchess Bleachery plan of, 80 (footnote); as interpreted by the company, 385, 396; needs and problems of, 396-398
- Pennsylvania Railroad, 396 (footnote)
- Pensions: and age limit plan, 197-202; Service Retirement Board, 198; opposition to company's policy for, 199-201
- Personal relationship, 9, 29, 59, 68, 69, 78, 80, 100, 144, 174
- Physical examination: company's policy of, defined, 130; employes object to, 134-136; information, rules, and instructions regarding, 130, 131, 135
- Pick mining, processes of, 44
- Piece workers, and company men, 46
- Pillars, in coal mines, 44
- Pippin, Warren B., 279, 281, 358
- Plan of representation in mining camps, 401-420
- Posters, 333
- President's Industrial Conference, report of, 393-394
- President's industrial representatives: duties of, 69, 70, 151; "chief" representative, 70; reports of, 127, adjustment of grievances by, 149-155; subjects for consideration by, 150, 152-155
- PROBLEM OF EMPLOYEES' REPRESENTATION, 3-8
- Props, definition of, 42
- Pueblo steel works, consolidation of, 4
- Quarries, lime, in Wyoming, 60 (footnote)
- Recreation and Education, Joint Committee on, 64, 140, 142 (footnote)

INDEX •

- Red card of employment, 27, 329-333, 339
- Re-employment: policy of company toward striking employes, 325-349; exclusion from, 328, 335, 341-349
- Rent: trade agreement for, 71, 382; of company houses, 123, 126, 129; ground rental, 195
- Representation in Industry*, by John D. Rockefeller, Jr., 29
- REPRESENTATION PLAN, THE, 59-73
- Representatives: qualifications of, 61; annual elections, 60-61, 74-75, 80-84, 86; responsibilities of, 62, 69, 70, 74-76, 78; president's, duties of, 69, 70; "chief industrial representative," 70; for employes, 74-98; payment for services of, 77, 89-94, 190; function of, at joint district conferences, 79, 116; occupations, 84-86; resolution advocating paid, 92; discharge of, 94-95; past activities of, 96; reports of, 127; and responsibility for decisions, 147; failure of, to report grievances, 177-194; lack of confidence in, 182, 191-194, 197; attitude of, on pension plan, 201; wage adjustments by, 204-207, 216, 219, 228; legislative function of, 385
- RESPONSIBILITIES OF LOCAL MINE OFFICIALS, 99-111
- Retirement plan. See *Pensions*
- Rock: grievances over pay for handling, 228-231; unfair scale for, 228; compensation for, how adjusted, 229-231
- Rockefeller Foundation, studies of industrial relations by, 24, 353
- Rockefeller, John D., Jr., 6, 9, 11, 13, 16, 18, 20, 24, 25, 26, 28, 29, 30, 32, 66, 119, 121, 148, 277, 289, 354, 374, 381, 392, 393, 394, 395 (footnote), 398
- Russell Sage Foundation, 80 (footnote), 215, 366
- Safety: provisions for, in coal mines, 46, 47, 48; joint committees on, 63, 64, 116, 137, 145; supervisors, activities of, 65; mine superintendents and foremen insure, 106 (footnote); mine inspectors for, 137-138
- Safety and Accidents, Joint Committee on, 64
- Sanitary and Sociological Bulletin*, 134 (footnote)
- Sanitation, Health and Housing, Joint Committee on, 64, 65
- School House on the Unit Plan, The Modern Model*, by Dr. R. W. Corwin, 115 (footnote)
- Schools: model plan for, 115 (footnote); co-operative work of, 139-142; bulletin, 139; Joint Committee on Recreation and Education, 140, 142 (footnote); improvements in, and classes, 141-142
- Segundo Coke Ovens, grievances at, 159, 160, 162
- Selekman, Ben M., 80 (footnote)
- Separation of executive and productive forces, 3, 55, 60
- Service Retirement Plan, 198
- Shappac, Lawrence, 342, 343

INDEX

- Sharing Management with the Workers*, by Ben M. Selkman, 80 (footnote)
- Sheriff's proclamation, 320
- Shift men, in coal mines, 46
- Shot-firer, in coal mines, 220
- Social and Industrial Betterment, Advisory Board of, 68
- Standard Oil Company, 396 (footnote)
- Steel: mills, location of, 60 (footnote); number and supervision of workers, 59, 65; Minnequa Steel Works, 83, 312, 360; Allied Steel Council, 359
- Steel and Iron Workers, National Committee for Organizing, 359
- Stickel, M. J., 68, 129 (footnotes)
- Strikes: response to calls for, 5; obstruct co-operation, 6; history of 1913 strike, 9-13, 277, 278, 279; tragedy of Ludlow, 10, 260, 269; demands that provoked, 10; study of, by Commission on Industrial Relations, 11; truce for, proposed by President Wilson, 12-13; correspondence concerning plans to prevent, 14-20; end of, in 1914, 25; deplored by Mr. Rockefeller, 26; discharge of representative causes, 95; United Mine Workers threaten to call, 223; wage reduction causes, 249, 260-262, 264; martial law declared in, 260, 261; plan was outcome of, in 1915, 277; union activities versus the plan, 269-302; years occurring in, 276; threatened in 1917, 280-284; of 1919 and 1921, 284-285, 303; of 1922, 285; need of resources for, 295; Colorado miners in 1919 strike, 303-324; Washington wage agreement, 303; failure of negotiations, 304; national issues of, 306, 307; report of union organizer, 307; annual report of Mr. Welborn, 308, 310, 317; company's efforts to prevent, 308-309; extent of, in Colorado Fuel and Iron Company, 310-324; mines closed during, 312; tables of statistics, 311, 314, 316, 323; troops for, 317, 321-323; Employes Representation Protective Association, resolution for, 318-319; sheriff's proclamation, 320; union organizers excluded from camps, 325-328; strikers forfeit right to re-employment, 328, 338-349; company's policy in preventing, 325, 335; conference might have prevented, 358; unions blamed for, 376; and the experiment of the plan, 391
- Sunrise District, iron mines in, 60 (footnote)
- Superintendents: duties and responsibilities of, 48-49, 80, 103, 106; power of discharge by, 94, 99, 100, 102, 109, 166; as community organizers, 105, 107; safeguarding authority of, 109, 110; of housing, 120, 125; and adjustment of grievances, 149, 153, 166-175, 180, 184-194; criticism of pension plan by, 109
- Tafoya, John, 160, 162, 163 (footnote)
- Thomas, J. P., 155, 156, 162, 163, 167 (footnote), 216

INDEX

Three Years' Truce: President Wilson proposes, 12; terms of, 12-13; and plans of company officials, 20-23; attitude of newspapers on, 21

Towson, Charles R., 369, 370

"Trade agreement": conditions of, 70-72; guarantee of rights, 72-73; on wage rates, 235; and the policy of discrimination, 351-356

Trade unions: American Federation of Labor, 4; appeal for members, 4-5; co-operative relations obstructed by, 6; benefits from, 7; recognition of, and strikes, 10, 16-17; versus employes' representation, 35; protection by, and the plan, 388-390; national agreement for, 391, 394; Mr. Rockefeller on relation of, to the plan, 393, 396; fundamental issues of, 397, 398. See also *United Mine Workers*

Troops: service of, in 1919 strike, 317, 321-324; resolution requesting, 321-322

United Mine Workers: organization of, and appeal to workers, 4; on co-operation of capital and labor, 5; in 1913 strike, 10, 11, 13, 14; attitude of, on grievances, 16, 17; order strike, 91; official of, 160; men loyal to, 192; agreement with, 196; determine wages, 235, 236, 237, 239, 240, 241, 244; attitude of toward the plan, 269-302; "international" office of, 270; membership of, 270; district organization, 271, 272-275; national and local representation, 272, 273, 274; history of rela-

tions between company and, 275-277; factionalism in, 277-280; and the strike threat of 1917, 280-284; in strikes of 1919 and 1921, 284-286; criticisms of the plan, 286-293; improvements due to, 294; activities of, against the plan, 295-302; and injunction to rescind strike order, 304, 305; district strength of, 313; miners' response to strike call of 1919, 324; organizers excluded from company camps, 325-337; strike for re-employment, 339-349; and the policy of the plan, 350, 354-356, 373; company confers with, 358-361; admission to camps, 361-365; meetings, expedients for holding, 365-371; policy of Y.M.C.A. toward, 366-372; company's criticism of, 372-377; basic wage rates and, 387, 396; and the partnership of labor, 395-398

UNITED MINE WORKERS IN COLORADO, THE, 269-302

UNREPORTED GRIEVANCES, SOME, 177-203

Ventilation, standards for, in mines, 42

Vice-president, duties of, and title, 69 (footnote)

Victor-American Fuel Company, 196, 281

Voting: of miners, on representation plan, 27; for representatives, 61, 80-84, 87, 93; red card for voters, 329-333, 339

Wages: "trade agreement" for, 71-72; for employes' repre-

INDEX

- sentatives, 77, 89-92, 190; determining, by representatives, 97-98; grievances over, unreported, 186-187, 204-231; daily adjustments in, 205-207; for setting up cross-bars, 207-216; and problem of weights, 216-219; for cleaning up falls, 219-227; for handling rock, 228-231; and security in employment, 232-251; schedule of, and working conditions, 233; increase of, procedure for, 235-245; Fuel Administration report on, 236, 237; Bituminous Coal Commission grants increases in, 237, 238, 247; part of the plan in determining, 240, 245; and the United Mine Workers, 240-241; American standard of living and, 242, 243; in 1920, 245-246; reduction of, in 1921, 247-264; strike forces restoration of, 249, 265; Industrial Commission report on, summarized, 247-256, 259; table showing scale of, 248; agreement for thirty days' notice of change in, 257-258; strike follows reduction of, 261, 264; function of the plan in determining, 262; miners sign petition to reduce, 248, 263; union scale committee, 272; not determined by the plan, 292-293; United Mine Workers effect increase in, 293; Washington wage agreement, 303; an issue in the 1919 strike, 303, 306; basic wage rates, 383, 387, 396
- WAGES AND SECURITY IN EMPLOYMENT, 232-265**
- Washington wage agreement, 303
- Water, for mining camps, 121 (footnote), 122
- Weigh-bosses: as representatives, 85; duties of, 216
- Weights: wage problems over, 216-219; check-weighmen for, 216-218; weigh-bosses, 216; plan policy for, 218
- Weir-Ratkovitch case, 169, 170, 172, 173
- Weitzel, E. H., 11, 19, 23, 89, 91, 92, 93, 138, 156, 157, 158, 160, 170, 171, 173, 174 (footnote), 206, 209, 211, 212, 213, 242, 243, 244, 245, 335, 336, 366, 373, 374, 375, 376
- Welborn, J. F., 11, 16, 18, 20, 21, 22, 36, 92, 132, 147, 148, 167 (footnote), 174, 193 (footnote), 201, 202, 223, 263, 282, 283, 284, 299, 300, 302, 306, 307, 308, 315 (footnote), 317, 325, 327, 328, 330, 331, 338, 341 (footnote), 345, 357, 359, 360, 363, 364, 366, 367
- Welfare: protection of workers by representatives, 96-97; protective measures of the plan, 99, 106, 109, 116; medical activities, 115, 129-134; and housing standards, 120-125; safety committees in mines, 137-139, 145; part of the management in, 147; and the policy of the plan, 175, 386, 396, 412-417; social and industrial betterment plan, 435-438
- West, George P., 13 (footnote)
- Western District, coal mines in, 60 (footnote)
- West Virginia Coal Fields, report on, 391
- White, John P., 283

INDEX

- Wilson, William B., Secretary of Labor, 18, 304, 331
- Wilson, Woodrow, President, 12, 20, 21, 236, 289, 304, 321
- Working places: described, 43-44; allotment of, 49, 53, 383; assignment of, to strikers, 337-339
- WORK OF COMMITTEES, THE, 115-147
- Young Men's Christian Association, 82, 96, 118, 124, 125, 142 (footnote), 150, 164, 177, 308; club houses denied to union meetings, 366-372; claim of principle of mutuality by, 370
- "Zone of agreement," 6; place of housing in, 129

2000-01
2000-01
2000-01
2000-01
2000-01

INDUSTRIAL RELATIONS SERIES

EMPLYEES' Representation in Coal Mines, a Study of the Industrial Representation Plan of the Colorado Fuel and Iron Company, is the second book in this series of first-hand investigations of the carrying out of new ideas in industrial relations.

Each book in the series describes in practical terms and with vivid human interest some new and outstanding experiment in organizing the relations between employers and employes in the industrial enterprises of the United States.

As to the desirability of better co-operation in industry, no important difference of opinion can be found. As to the best methods of bringing it about, there is little agreement.

The best guide for action is to be found in practical experience but generally those who are carrying on experiments are too busy to write about them or too close to details to show their significance for other industries.

To make an impartial record of experience—in both successes and failures—so that progress toward better relationship may be more rapid, is the aim of the Foundation in these studies.

Others ready in the Series

SHARING MANAGEMENT WITH THE WORKERS

A study of the Partnership Plan of the Dutchess Bleachery, Inc. Wappingers Falls, N. Y. By BEN M. SELEKMAN Price \$1.50

EMPLOYEES' REPRESENTATION IN STEEL WORKS

A study of the plan of the Colorado Fuel and Iron Company in its steel works. By BEN M. SELEKMAN Price \$1.50

To order or to receive future announcements, send your name and address to

PUBLICATION DEPARTMENT, RUSSELL SAGE FOUNDATION

130 East 22d Street, New York, N. Y.
