ADJUSTMENT IS MADE IN WAGES

Jacksonville, Fla. — Additional wage adjustments under general order No. 43 of the War Labor Board have been worked out by mutual agreement between Local 25138 and the management of the St. Johns River Shipbuilding Co. for office and clerical workers.

Based on length of service, the adjustment brings benefits to the extent of 5 cents an hour to approximately 547 workers.

The matter was worked out with C. A. O'Connor, assistant treasurer of the company, by Lorraine S. Rhode, a vice president of the International Council and E. T. Parker, president of the local, and Roy Boiling, financial secretary of the local.

President Parker announced that the union had voted to purchase a $1,000 war bond.

Rumors about the uncertainty of future operations of the St. Johns River yard were "spiked" by a statement which Howard Ryan, Jr., executive vice president of the company, made at a recent launching.

"We have," he said, "long realized that we must prepare the yard for peace-time tasks. We have planned for the building of ships of all kinds. We now believe the yard will be kept busy for months and years to come."

ORGANIZING DRIVE

Fond du Lac, Wis.—An organizing drive is under way among the office and clerical workers of the Giddings & Lewis Co. AFL Organizer Charles Heymanns is conducting the campaign with the assistance of the Fond du Lac Central Labor Union.

About 120 employees of this company are eligible for union membership and great interest has been shown by them in meetings already held.

Council Vice President Alice Holz is working closely with Organizer Heymanns in the conduct of the campaign.

Green and Meany Reelected for 1945

New Orleans—President William Green, Secretary-Treasurer George Meany and the entire roster of AFL vice presidents on the executive council were unanimously re-elected at the closing of the 64th annual convention.

In accepting the call to serve for his 21st consecutive yearly term as the federation's chief executive, Mr. Green said:

"With your cooperation and support, I shall face the future of the coming year, again giving all that I have to give to our cause. In doing so, I am conscious of my responsibilities and the trying experiences through which we will pass before the year is over."

A Christmas Message

Plans Progressing for Convention To Receive International Charter

Washington, D. C.—As this issue of "The Office Worker" went to press plans were progressing toward completion for the constitutional convention of the Office Employees International Union in Cincinnati, January 8 at which time international union status will be conferred upon Office Employees Unions by the American Federation of Labor.

President J. Howard Hicks and Secretary-Treasurer Paul B. Hutchings of the International Council are working hard in preparing for this convention, for which a call was issued November 15 by AFL President William Green.

Current reports indicate that a large number of delegations will be on hand when the convention is called to order at Hotel Gibson.

In accordance with action taken at the 1944 convention of the International Council in St. Louis in August, a committee is working on the draft of a proposed international union constitution for submission to the delegates. Assisting this committee is Herbert S. Thatcher, associate general counsel of the AFL, who will be at the convention to counsel and advise on the formulation of the constitution so far as legal points are concerned.

The executive board of the International Council is meeting in Cincinnati on January 6 to discuss numerous matters which will be brought to the attention of the council convention on the following day and pertaining chiefly to dissolution of the council.

Agreement Drafted For Certainteed Co.

Marseilles, Ill.—E. E. Craven, president of Local 22402, has drafted an agreement for office workers of the Certainteed Products Corp., building material manufacturer, and submitted it to President J. Howard Hicks of the International Council preparatory to presenting it to company management.

Negotiations are expected to be undertaken in the near future with the assistance of an International Council representative.

WLB APPROVES SECOND BOOST

Tampa, Fla.—A new wage schedule providing retroactive increases up to 25 per cent for office and clerical workers at the Hooker's Point Shipyard of McCloskey & Co. has been approved by the War Labor Board, according to J. O. Bloodworth, business representative of Local 22222.

This is the second wage boost for these workers since they organized and was put through by the business, with the assistance of Secretary-Treasurer Paul B. Hutchings of the International Council.

Automatic increases after 6 months of service and overtime pay after 8 hours per day and 40 hours per week are part of the adjustment which went into effect at about the time of the first anniversary of organization of this group, making that occasion doubly significant for the workers whose determination to better their wages and working conditions crystallized last December 10 when they obtained their first collective bargaining agreement.

The previous increase, secured last June, resulted in back pay totaling $4,000 and further efforts put forth by the union won the back wages for workers on the payroll after May 26, who had been excluded by the Maritime Commission, but were ordered included when the WLB passed on the matter later.

UNION CERTIFIED FOR BAKING FIRM

Minneapolis.—Local 17661 has been certified as the bargaining agent for the office and clerical workers of the Excelsior Baking Co., according to L. G. Nygren, business representative of the union.

Although the company protested the inclusion of 3 so-called "contractual" employees, a state collective bargaining agreement had overruled the company's position. Despite this the management is refusing to recognize the union until a complete determination of the bargaining unit is made, which may or may not result in court action.

Nygren, a vice president of the International Council, also announced that several changes in the agreements between the union and the United Transfer Co., Consolidated Freightways, Maurice L. Rothschild Co., and H. D. Lee Co., are in the hands of the employees and are expected to proceed shortly. Increased wages and improved working conditions are the chief points.

It is also reported that a complete revision of classifications and wages was worked out by a committee for office workers in the creamery industry and will be submitted soon to that group.
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High labor advisor to jobs during the reconversion period, expected to win over more than 6 million workers for the peace and safety of all nations, is the current effort of all nations to avoid war and maintain order. But this alone cannot prevent wars unless nations work together on the scores of separate problems which concern them. There is an economic and social council, which is an executive committee of the general assembly and responsible to it. The assembly elects 18 member nations to this council for 3-year terms.

Some nations may or may not vote in the annual convention of the International Labor Organization. Every working nation must be met by taking workers from other industries.

Mr. Haber, who was elected to the federation of unions, said it will spread the word in civilian industries during the reconversion period and it will offer the inducement of overtime and extra earnings to those workers needed for carrying on war production.

For the moment, it is expected that the defeat of Germany, Mr. Haber said, would probably see a very high degree of economic cooperation, with war production dropping from 30 to 40 percent. He expects the discharge of between 4,000,000 and 4,500,000 soldiers in the year after V-E Day, and a probable increase in general unemployment from its present level of as many as 2,000,000 or 2,500,000 persons.

The last phase of reconversion, he said, will see the release of between 4,000,000 and 5,000,000 munitions workers and the discharge, over a period of time, of possibly 7,000,000 or more soldiers. While he did not commit the government in a program for that, he said:

"We recognize the problem, we shall not duplicate 1918, I am sure."

Educational Notes

Can We Win the Peace?

The name Dumbarton Oaks has been much in the press this fall while nations of the world met there to form proposals for a world organization to prevent future wars. Now the proposals are being worked over and will be subject to consideration. Do they provide a real basis for winning the peace? Everyone of us wants to know, for we want no World War III.

The task before the conferences was enough to challenge the best minds of all time: To create an organization which would bring cooperation between nations and end wars! With few precedents to guide them, the conferences approached their task. Here are their proposals:

The name of the world organization shall be The United Nations. Every working nation shall be admitted to membership, for all must work together.

World Police

Clearly there must be a world police force, and the "big four" powers must be counted on to provide the major part of the necessary manpower and weapons. So a security council is proposed, with United States, Britain, Russia and China, and a fifth power, France, to have permanent seats. Six other seats are to be rotated among smaller nations, making 11 nations in all on the council, each with one vote. The council is to be ready for action at any moment, and to be assisted by a military staff committee, composed of the chiefs of staff of the permanent members. It has 3 duties:

To settle disputes, to stop aggression and to regulate armaments.

How should the council vote to use force against an aggressor? Should the vote of the 5 permanent members be unanimous? Russia insisted that it must be. But that would allow the great powers to be above the law. For any one of them could attack another nation without penalty, since it could veto the use of force against itself. There could be no basis of law or politics or justice in such a proposal, and the question was left unsettled, to be decided in a later conference.

Back of every police force must be the law and the courts. So the Dumbarton Oaks conferences proposed a general assembly to be the policy-making body of the security council. Each member nation has a one-vote in the assembly, and only one, regardless of size. The assembly meets once a year, and the rules are not necessary, and on policies on the whole range of political, economic, and social questions. It elects the six rotating members of the security council for 3-year terms. There will also be an international court of justice, of which every member nation is automatically a member.

This gives the framework for the policies, deciding which nations to protect and maintaining order in the world. But this alone cannot prevent wars unless nations work together on the scores of separate problems which concern them. So there is an economic and social council, which is an executive committee of the general assembly and responsible to it. The assembly elects 18 member nations to this council for 3-year terms.

Cooperation on Special Problems

Perhaps this council will do the most important work of all in building world cooperation. For under it will come such special agencies as the International Labor Organization, to act on labor problems, and the food and agriculture organization, to promote better nutrition and living standards, the financial organization for currency and banking problems, an agency to control the world's airways, and many others. By working out agreements on such problems around the conference table, the nations of the world can come to a better understanding with each member nations, and many causes of war can be eliminated.

Labor Not Represented

At its New Orleans convention, the American Federation of Labor made wise and far-sighted comments on these proposals. First: There is no representation for labor or management on the economic and social council. This is a serious omission. Experience shows that the International Labor Organization has been the League of Nations in its activities.

Social Security Tax Frozen Again

Washington, D. C.—Congress again has voted to "freeze" social security taxes at 1 percent, thereby protecting present recipients of a broader and more comprehensive social security program to meet the nation's post-war needs.

After the House voted 262 to 72 for the restrictive measure, the Senate followed along by a 47 to 19 vote.

The social security tax rate increase has been postponed 3 times previously by Congress, largely at the instigation of Senator Vandenberg of Michigan. While labor favored the increase, even though it is expected that for the nation's workers, it was consistently opposed by business and industry.

AFL Endorses Fund To Rebuild Unions

Washington, D. C.—Calling for the "utmost support and cooperation" of all international and national unions, statesmen of labor, and city central bodies, with the work of the Free Trade Union Committee, the American Federation of Labor has unanimously endorsed the committee's January campaign to raise $1,000,000 to assist in the rebuilding of free, democratic trade unions.

"Prompt practical assistance to the workers of liberated countries in Europe and Asia, as well as to those in their South America, in their efforts to organize free democratic trade unions will be assured through the work of committee, according to a resolution adopted at the annual convention.

The federation asks: Should not the agency which decides on the use of military force be made up of "truly representative, broad delegations? That is, delegations representing labor, employers and other citizens who bear the brunt of the situation, pro-

visions for the security council (that is, its voting) must be such that no one member, or any single power, can use its acts would result in basic equality of rights and justice for all.

The federation has done a great service by pointing out to the world that in the past "the common people who fought the wars and bore the brunt of the struggle to make effective their desire to eliminate war. Today, as we set up the machinery of peace, the common people must have a voice in the new world organizations. Once more the federation points the way to lasting peace, as it did in 1919 when Samuel Gompers, its president, said: "Lasting peace must be based on social justice."
**RUSH WORKERS TO WAR PLANTS**

Washington, D. C.—More than a dozen AFL national unions relied their forces to make good the federation's pledge to the War Department to call for skilled laborers in order to get the required number of skilled workers to the jobs where they are urgently needed.

The "must" list submitted by the War Department to the AFL called for 10,000 workers to be rushed at once to 38 war plants making bombs, heavy artillery, tanks, airplanes, and other essential war items.

Immediately, Mr. Hines got in touch with the following unions and impressed upon them the necessity of finding and supplying both skilled and semi-skilled workers to go to work in the plants indicated by the Army: Machinists, Chemical Workers, Automobile Workers, Ironworkers, Foundry Workers, Electrical Workers, Furniture Workers, Metal Polishers, Carpenters and Framework Metal Workers.

When no other means of supplying the neces-sary manpower were available, the unions agreed to ask employers in less essential industries to "lend" workers to the War Department for 90-day periods to transfer to the critical plants, the workers being assured that their old jobs back with their seniority protected on their return.

"We expect to provide the required manpower within a short time," Mr. Hines declared after a preliminary survey of the situation.

As an example of the response of AFL officials to the War Department request, Mr. Hines called attention to a special communication sent by President Hines to the National Association of Machinists to all local lodges of the union instructing them to have as many members as possible register for the new jobs with the United States Employment Service.

All in all, AFL officials were somewhat surprised by the modest nature of the War Department's requirements, considering the tempo-sitious nature of the complaints about production shortages. They felt more than confident of being able to solve the manpower problems set by the War Department by voluntary methods and saw no basis for renewed demands for enactment of national service legislation to meet the situation.

**Correction**

The October issue of The Office Workers Journal, containing an editorial titled "Why Pay Union Dues?" and credited to the Wyoming Labor Journal, is made it appear that Irving Erna, general secretary-treasurer of Local No. 19321, Portland, is the author of this literary gem.

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**Oakland Workers Have Frolic**

Oakland, Cal.—The recent Sadie Hawkins Day dance of Local 20744 was a grand success. The hall was decorated to represent "Dogpatch" and many of the 300 guests portrayed the ludicrous characters of Li'l Abner comic strip. Servicemen were special guests of the local.

The affair was arranged by Kathleen Trux, M. D. Forrer and Eileen Collins, Dorothy Tate and Vivian Hennessy. Frank F. Randall, Council Vice President and a member of the union, acted as master of ceremonies.

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**Nygren Tells Radio Audience Why Workers In Offices Are Organizing**

Minneapolis — The audience of radio station WLOL heard from G. Nygren, vice president of the International Council, why office workers are organizing not only in Minneapolis, but all over the country.

"Chosen to speak on this subject because of the rapid progress which Local 1768 has made, Vice President Nygren, busily pre- sentative of the union, delivered a strong message which brought to the fore the inequities under which the unorganized "white collar workers" are laboring.

Thousands upon thousands of stenographers, bookkeepers, clerks and other office workers now belong to unions because they have learned that only through group activity can they obtain the wages and salaries that will keep them re- spectable American citizens, living the American way and contributing their share to the building and development of America, Nygren declared.

Few Reach Top

"They have learned," he continued, "that the very nature of economic laws prohibits them from a few from reaching the top—although what the incentive might be in the better, the higher jobs, only a small percentage can attain them.

"The rest of the workers in an office are usually forgotten by the employer. He pickles those with the great ability or those who for other reasons must have attention and advancement. Those few get the better salaries and eventually get to the top. The others in the office do the same job day after day and unless the employer is an unusual person, their wages remain at the same level. That level is usually far below the accepted standard of living.

"The white collar workers have found they were wrong in their former opinions that unions were only for workers in factories, mines and building trades. They were of the opinion that unions belonged to skilled craftsmen—men who spent years as apprentices at a ma- chine and go on to do the same job or working alongside other skilled men before they themselves could qualify for the same scale.

"But as the years have rolled by, we find unions—yes, trade uni- ons—representing scientists, techni- cians, physicians, lawyers, engi- neers, musicians, actors, radio per- formers, newspaper men, photog- raphers, teachers and other members. These people have discovered that in organizing their crafts they were able to set the basic upon which they could obtain com- fortable livelihoods from their pro- fessional efforts.

Pay Rates Below Standard

"Now let's look at the way our white collar workers fare. The Bureau of Labor Statistics in Washington and labor spokesmen agree, that as prices now stand, a weekly income of $50 provides a very narrow margin of living. Fifty dollars a week is a very narrow margin of living.

"What do our white collar workers think? The Bureau of Em- ployment Security of the Social Security Board reports that 4,000 white-collar workers in the United States received an average weekly salary of $28.69 in 1943. That is just a little more than half of what is regarded as a very narrow margin of living. Another mil- lion employees in the financial, in- surance and real estate business, many of them with titles that sound important, received an aver- age of $30.84 during the April-to- June quarter of 1943.

"Now this was not 'take home pay.' It was the gross salary from which were deducted the usual percentages for income taxes, war bonds, social security and company retirement funds.

"The report of the Senate subcom- mittee on War Time Health and Education says that these items required a deduction of 22 percent from the average weekly pay check. That means that the $28.69-

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**Oakland, Calif.**

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**WIN CONTRACT WITH SYLPHON**

Knoxville, Tenn.—Probably the most outstanding agreement yet negotiated between office and clerical workers in this area was recently concluded between Local No. 23490 and the Fulton Sylphon Co., according to an announcement made by Vice President E. H. Fritts of the International Council. Conclu- sion of this agreement followed a National Labor Relations Board election in which the 255 workers involved expressed overwhelming preference for the union.

The concluded agreement provides for salary adjustments rang- ing up to $30 monthly for a consi- derable number of workers, differen- tials for night work, 2 weeks vacation after 1 years' em- ployment, sick leave, seniority and maintenance of membership. A number of the negotiated provi- sions provide employment condi- tions consistent with what has previously been granted those workers covered.

Future negotiations during re- maining periods of this agreement should result in still greater gains, averred Fritts who played a promi- nent part in the unionization of the workers and the negotiation of the agreement.

**Stone & Webster Issues Before Knoxville**

Negotiations have been concluded between Local No. 23490 and the Stone & Webster Engineering Co. on all issues in- volving wages and maintenance of membership have been submitted to the War Labor Board for action.

The decision of WLB will con- clude a protracted and stormy fight between the union and the company, which have split the blame for squarely on the shoulders of the latter.

A virtually automatic device for stalling recognition of the uni- on was employed by the company, notwithstanding hints of voluntary recognition by a large number of its employees. Be- cause of a continuation of such ac- tion the union has been compelled to seek certification of the union negotiations have been considerably delayed, it is reported.

A week ended with 1920 work- ers, which statement is based on a week's pay list for the week ended with 1920 work- ers, which statement is based on a week's pay list for the week. A week's pay list for the week.

"While the white collar workers generally are finding it hard to make both ends meet, those who have obtained contracts with their employers under the Wagner Act have been able to take home a larger amount of cash each week.

"Those of us in the labor move- ment believe that the effect of or- ganization is going to be felt in the most drastic form. Discussion varies as to what is going to happen. Whatever does happen, the work to be done in their organizations are going to have a bigger hand in the shaping of the government, destinies of those who have no organizations.\"
Progress Being Made In Campaign At Standard Oil

Louisville, Ky.—Local 22806 is making good progress in an organizing drive among office workers of Standard Oil Co. according to Kenneth C. Jasper, president of the union.

The local is also continuing its activities among employees in the Reynolds Metal Co. plants of the Louisville area and it is anticipated a more aggressive position will be taken which will bring increasing satisfactions.

President Jasper reported to J. Howard Hicks, president of the International, that "the conduct of the union and its activities is good." He noted the growth of the local and its improved financial condition.

Intensify Activity Among Ship Workers

San Diego, Calif.—Under the direction of Arch E. Adams, business representative of the board, intensifying its activities among the office workers employed by the Concrete Ship Construction Co., and it is anticipated that all of the employees of the company not presently covered by the agreement will be included in such an agreement between the union and the company will be brought into and will be a part of the agreement--participate in the benefits of union membership.

According to Adams, the union is currently engaged in the organizing drive, and a large number of office workers are expected to be announced shortly. In addition, the union is undertaking action which should lead to the subsequent unionization of workers of our trade employed by Lynch Shippbuilding Co.

Make Progress in Organizing Drive

Pittsburgh.—The campaign of Local 20959 toward organization of office workers at Graybar, Washing- house and Kenilworth Refineries Inc., is continuing with good progress, reported, according to George P. Firth, a council vice president. A sufficient number of members have been secured among employees of the latter firm to call for an election. It is hoped that rapid progress can be made toward concluding this undertaking, according to an announcement made by the union.

INTERESTED IN UNION

Barberton, O. — A substantial number of office and clerical workers of the Babcock & Wilcox Co., Columbia Chemical Co., Pliarite Co. and Diamond Match Co., recently attended a meeting arranged by AFL Local 11250 to discuss the possibility of forming a union of the B & W production employees, and George P. Firth, a vice president of the International Council.

Sufficient interest was demonstrated to establish a local in the near future and Firth has predicted the establishment of a strong union in this city.

Severance Pay For War Workers Is Asked As Postwar Cushion

Washington, D. C.—The principle of severance pay to cushion temporary postwar employment adjus- tments should be extended to all workers, the American Federation of Labor urged.

The severance-pay allowance was embodied in the National War Labor Board's recent decision in the steel wage case.

The AFL views were given in a concurring opinion by George Meany, secretary-treasurer, and Matthew Woll, vice-president. They welcomed the WLB's decision for steel workers, but contended the entire steel de- cision did not "represent the full measure of justice due these work- ers" because nothing was done to grant a requested general wage in- crease.

"The board has approved the principle of dismissal pay and com- mitted itself to order such pay to the extent that the employers should bargain on the issue successfully within 60 days, " they said.

"By this action all other work- ers except those not for whom severance pay is provided, are partially against the shocks of reversion. The American Federation of Labor is in the position of whose actions occur in this action of the board, and in the absence of comprehensive collective action on the part of the employer and workers, there is a virtual decision that this action of the board can be made to make employer and worker in the manner that they will affect the severance in the manner of the board.

"Bosses" Opinion

Mr. Woll said that, otherwise, the WL extended to steel workers merely the benefits of the established policies on certain fringe issues, including holidays, vacations, and maintenance of membership, while maintaining "outsiders" were deprived of the general wage increase.

"These seem to be exhaustive studies of the cost of living and an abundance of corroborating testimony from workers themselves. Therefore, the majority of the WLb refuses to consider the prona face case against the Little Steel for- mula and to make specific recom- mendations to the President."

"This entire case was designed to convince the WLb that the 18 per cent dis- voluntary allowance was not sufficient." The re- fused of the WLb to act on this issue again demonstrates clearly that the union has not been frustrated in freezing wages by delay and in- action.

Whitman Elects Under Union Banner

San Francisco.—Frank P. Rand- all, vice president of the Interna- tional Association of Steelworkers, was successfully or- ganized the office workers of the San Francisco branch of the Ste-尔 Worker's Federation to form a local.

Mr. F. Probey, chairman of the Can- dy Co., will become the secretary to the new local.

Election Ordered At Standard Oil

Washington, D. C.—Upon petition of the American Federation of Labor, the National Labor Relations Board has ordered an election among the office workers at the Standard Oil Co. of Ohio in Toledo, O.

After a hearing, the board ruled that all office workers, including office managers, secretaries, file clerks, assistant senior accounting clerks, junior accounting clerks, apprentice clerks, stenographers and switchboard operators were eligible to participate in the election.

UTILITY AGREEMENT SIGNED

Washington, D. C.—The signing of an agreement covering all em- ployees of the Washington Gas Light following a recent N. L. R. B. election has been reported by W. Robert Prody, president of Local No. 11250.

The agreement will result in improvements in working conditions for the workers covered and a favorable decision is expected from the War Labor Board on the sev- eral points remaining in dispute during the past conflicts which justifies the re- cession of a former independent union in favor of the American Fed- eration of Labor at the recent election.

A substantial agreement was signed recently by Mr. Rooy and the assistance rendered by AFL Organizer Arthur R. Cook who also represented Local No. 83 of the International Chemi- cal Workers Union.

ART METAL LOCAL SEeks PACT

Jamestown, N. Y.—Local 23672 is opening negotiations for an agreement with the International Metal Construction Co., manufacturers of office equipment. The matter is being handled by President George F. Firth of the Interna- tional Council and A. F. of L. Re- gional Director.

Office and clerical workers of this firm recently chose the union in an NLRB election, and Ruth Franks, president, and Elizabeth Erickson, secretary, are enthusiastic over the prospects of an agreement with substantial improvements.

AFL Chief Gives "Bosses" Pointers On Labor Matters

New York City—Elimination of class warfare and industrial strife are among the plans to increase production efficiency and further national prosperity which was urged by AFL President William Green. The program has been arranged by the National Association of Manufacturers.

Conditioning a national spirit between employers and workers "is the simple rule which should be followed in order to achieve this purpose," Mr. Green stated. The topic assigned to him was "What Can Employers Do If I Were An Em- ployer."

"It is my opinion," he said, "that the efficiency of management should develop a clear consciousness of responsibil- ity. Responsibility to employers, stockholders and to employees, to- gether with a fair and just profit for the owners of industry and the payment of the highest wage which the industry could afford, should be questions of primary importance."

Management can contribute to the preservation of the free enter- prise system, Mr. Green declared, by recognizing the right to contract. Unfortunately, he reminded his audience, some industrial leaders in the past have improperly imposed labor's right to organize. It should now be recognized, he insisted, that the organization of workers de-pends on the full extension to labor of its right to organize and bar- gain collectively.

He pointed to the production achievements scored by war in- dustries where labor-management committees function as an example of the benefits which industry can obtain from cooperation with labor.

"I am of the opinion," Mr. Green concluded, "that America can never go back to a low-wage standard. The principle of sharing fully in the earnings of industry ought to be constantly re- garded with the American people. It has been shown clearly that in many in- stances high wages serve to in- crease profits and thereby re- duce production costs."

"We now face a national neces- sity of increasing the national income in order to meet our war obligations and in order to sustain our industries with high purchasing power. The estab- lishment of humane conditions throughout our industries and the establishment of social security are sound economic measures which should be supported by industry and manage- ment."