

Professor Tufts, who has been serving as the chairman of the Board of Arbitration for the Hart Schaffner & Marx Labor Agreement since January 1919 and for the Men's Clothing Industry of Chicago since December 1, was born January 9, 1862 in Monson, Massachusetts. His family stock was English and Scotch and came to New England in the early immigration. His father conducted a home school for boys and also had a farm. The one enabled his son to prepare for college far more easily than by regular school attendance; the other gave an opportunity for healthful work in the open air which laid the foundation for a strong and vigorous physique. Incidentally it gave the opportunity for contact with people who work with their hands so that it is not difficult, Professor Tufts feels, for him to get the worker's point of view. There is also a somewhat interesting coincidence between his early life and his present work in the clothing industry; Monson in his boyhood had six mills for the manufacture of woolen cloth, and when he began his work as a teacher in one of the district schools of the town, he used frequently to go into the mills and to the homes of the children in order to talk with the parents. In those days children were allowed to work in the mills part of the year if they attended school for a certain number of weeks. Many of the children in his school had worked in the woolen mills and it is to him a painful memory that so many of them showed the dwarfing effect of indoor work at too early an age.

In college Mr. Tufts was at first interested especially in mathematics and science but was greatly influenced by a remarkable teacher of philosophy, Professor Garman, then at Amherst, who emphasized on the one hand the religious problems then prominent and on the other the social problems of which were then just coming into vogue. Trade unionism, socialism, monopoly, were not then often noticed in the newspapers as they are to-day; but students were urged to find out about them and prepare for intelligent citizenship.

Professor Tufts' main occupation has of course been that of a teacher. A worker in one of the shops once asked him how much college professors knew about how the proletariat lives. Professor Tufts thinks that he knows a little about modest income. He began his teaching at \$7.00 a week and taught for two years at that rate. He began his college teaching at a salary of \$700 and after two years at that rate and two years more of advanced study then taught philosophy for two years in the University of Michigan at \$900. He of course knows well that the compensation of the teacher does not come chiefly in salary and that it is not fair to compare the salary of a teacher with the compensation received by workers in any industry where the work is monotonous and far less interesting than the study and reading which constitute a large part of the work of a teacher in college. He believes

that the most important thing is to find opportunity to grow and to do work which is useful. If we can combine these in the same occupation, we are very fortunate. If we cannot, then the next best thing is to save some time each day from our work to read and study, to enjoy music and pictures and out-of-doors, and to be with our families and friends. It is a great satisfaction to Mr. Tufts that the Amalgamated Clothing Workers are developing the educational side of their work.

In reply to the question, "Just what is your present position and what are its duties and what can you say as to the relations in the industry between employer and employed?" Mr. Tufts answered: "The basis of the relationship in the Men's Clothing Industry is that of collective bargaining. This has been in existence between the firm of Hart Schaffner & Marx and the Amalgamated Clothing Workers for more than eight years. It is expressed in a printed agreement which forms, as it were, the Constitution. The fundamental expectation of both sides is that by this means the firm shall have continuous peace and efficient production and that the Union can maintain a protection over its members as to wages, hours, and general conditions of work. Even more important in the minds of the workers than any precise wage or any exact length of the working day is, I believe, the fact that the workers and the employers sit down as equals for negotiation and discussion of all matters. Of course they do not always agree. Any bargain usually implies give-and-take if both parties are somewhere nearly equal. And after they have made a bargain, the parties frequently find that they have not understood all points of it in exactly the same way and further that there are new points constantly arising which had not been thought of when the bargain was made. But instead of quarreling over these questions, the Agreement provides an orderly method of settling them as well as of redressing grievances and adjusting wages under the general terms of the bargain. All questions of detail which are largely the application of the Agreement to particular cases, all matters of discipline and wage adjustment for an individual worker, are brought before trade boards, so called, over which Dr. Millis and Mr. Mullenbach preside. Mr. Mullenbach is the man of longest experience, whose good judgment, unfailing good nature, great common sense, and broad human sympathy have maintained the confidence of both parties and for eight years, in conjunction with the admirable work of Mr. Williams, who preceded me as chairman of the Board of Arbitration, have ~~made~~ helped to make the Agreement a working force. Questions of principle, questions of interpreting the Agreement, new problems, general changes of wages, are submitted to a so-called Board of Arbitration. This consists of three members. But by mutual agreement of the parties, the chairman usually acts alone."

"What do you consider to be the chief reasons for the success of the agreement in the Clothing Industry?" "When I was asked to undertake the work, I was told by Professor Howard, representing the firm, and by Mr. Hillman, the president of the Union, that one of the chief features of their agreement was the continuous character of the Boards of Arbitration and of the Trade Board. The

chairman, instead of being called in to settle a particular dispute, is chosen for the period of the Agreement, which is three years. Of course I should wish to resign at any time when I felt that I did not command the confidence of both sides. For my service would be of no value unless this were the case. But in the first place I am being educated as I hear case after case so that I am coming to understand better the attitudes of both sides and the real needs of both sides. And in the second place if the arbitrator expects to act continuously he is inevitably compelled to think of the long distance effects of his decisions. He must think not merely how to get this immediate case decided, but what the effects will be upon the future welfare of both sides. If he makes mistakes, he will suffer from them himself. The influence is very wholesome.

"Another reason for the success of the Agreement is the leadership on both sides. On the side of the employers the men who have most to do with the actual working of the Agreement are the labor managers. These have in many cases been teachers. They may not know so much about making clothes as other members of their firms, but they are supposed to be selected because they are reasonable people who know how to get along with other people and to deal with them in a dignified and courteous way rather than by the method which has too often been characteristic of foremen and superintendents in past times. On the part of the Union everyone who has had contact with Mr. Hillman regards him as one of the ablest, most far-sighted, and in the best sense idealistic, of labor leaders. The Chicago Union officials with whom I have most to do have been men of good judgment who have been anxious to do the best possible for their members but who know well that the world was not made in a day and that improvement in conditions must be made step by step."

"Do the people accept your decisions?" "I have found them 'good sports' on both sides. Of course it is almost never possible to give a decision which shall please both parties equally. Both parties put up as strong a fight as they can when a case is being heard. But when a decision has been given, I have found both sides ready to accept it and then go on to the next thing."

"Do both sides keep all their agreements?" "Nothing is perfect. There is not infrequent complaint on each side that the other is not prompt in carrying out decisions or that the decision is not 100 per cent effective. There is human nature to be reckoned with. It is too much to expect every one of the 35,000 workers to understand the Agreement and live up fully to the requirements of it. There is a process of education going on and there are many things that ought to be improved. There are some survivals in the way of suspicion and antagonism that still make trouble. But I believe that the Agreement will prove successful in the whole Chicago market as it has for eight years with Hart Schaffner & Marx."

"Why should you, a professor of philosophy, be invited to act as arbitrator and why are you interested in this work which is so very different from what a philosopher is supposed to know about?"

"I suppose I was in the first instance invited because Professor Howard had known me in his student days at the University of Chicago and because members of the Union read some of my books to find out what I thought. Indeed, when I was told that the Amalgamated was in some respects different from other Unions, I said, 'I know one respect in which it is different; for I think that some unions would not trust a professor in the University of Chicago. They would say that they would have nothing to do with a man from a capitalistic institution.' Mr. Hillman replied, 'We read your books.'"

"What books have you written that would show your attitude upon labor questions?" "Chiefly, I suppose, two: 'Ethics,' which I wrote in conjunction with Professor John Dewey, and 'The Real Business of Living,' which was intended particularly for high school use and discusses the effects of the Industrial Revolution, the problems of fair price, fair wage, fair competition, the relation of the government to industry, etc. In the 'Ethics' I wrote the chapters on economic and social questions and tried to present fairly both sides. It seems to me that the work of a university teacher who is constantly aiming to see both sides of the questions presented to him is not a bad preparation for the work of arbitrator."

"And as to why I am interested, I may answer that on the one hand I am learning a great deal about the labor movement at first hand and on the other, I am trying to test by actual experiment some of the principles which I have been led to believe are fair and right. I am trying to see whether they will actually work. If they cannot work, then I must conclude that either human nature is hopeless or that the principles are wrong. I don't like to assume the former. My general policy is to assume that each side is sincere and on the square. And so far I have not been obliged to give up any of the fundamental principles, although I am getting a great deal of light on the difficulties in the labor field and of the work that must be done before genuine co-operation can be secured. But it is a great game and I am glad to be in it."