

Team *also* *Royal Empire Socy*

WORKS COUNCIL DEPUTATION.

Dec 14 48?

This is the Minute Book of the Works Council, and on the first page is written :-

"This can be a memorable day in the history of the firm because it can mark where we cease to regard Management and Labour as two conflicting parties, and think of them as people with a common interest to serve. Here we can together work out a new basis of Labour-Management relations, and in so doing we can be building National Unity. Let every opinion be honestly expressed and every decision based on what is right and fair."

The Council Members :-

"This was written two years ago. To-day we are unanimous that these aspirations have been fulfilled." Last week they decided to send a delegation to this gathering so that an adequate picture of what has happened might be given. I would like to introduce them. *Then call on Jack Dutton - victimisation*

J. D. *(council)* I have been a Trade Unionist for nearly 40 years. I fought through the last War, and suffered through the catastrophe of the following years. I do not want that sort of thing to happen again. I learned teamwork in these war days, but I could not find it in the days of peace.

The Works Council and what it stands for is the biggest thing that has happened in the annals of the Firm. We will fight for it with all we've got, so that the same idea can go to the whole of Industry.

J. N. And a fight it is. *alone* Goodwill is no answer to selfwill. Teamwork is a fight for unity; but it is a fight on a new battleline. No longer is the battleline of Labour/Management recognised in our works. The real battleline is between the unselfish and constructive elements in Labour and Management, who fight for teamwork, and the selfish unpatriotic elements who want their own way and fight for control. *Wells speak*

This quality of teamwork does not come by chance, but by change. It began when I went to the Chief Shop Steward and frankly admitted that the attitude of Management was basically wrong in not having given him an opportunity to prove his worth. I said I had decided to abandon the stupid and barren struggle of who's right, and wanted to fight together with him in open honesty, for what's right.

T. T. *shelton*

I remember that my aim was to organise the men to fight against Management for the Workers' rights. Then the Management changed, and the new Manager came to me with this new idea. I thought it over, and I thought it was a better idea. Experience has shown that the results have gone further than I expected.

I am learning to be a trouble mender, which is a much bigger job than a trouble maker, which I was.

J. T. *foreman*

It is quite true. Tom was a trouble maker. Tom and I used to be daggers drawn. I always looked on him as the most difficult man I had to deal with. I kept a pretty good eye on him - in fact I kept both eyes on him. Tom used to slip round the corner to collect the Union money when I wasn't looking - now I help Tom to get his subscriptions in if they get behind.

But the idea of teamwork meant change ^{for me} as well - in fact it turned my ideas inside out. I used to think the best Foreman was the best shouter - the chap who could drive the hardest, but driving only got me more enemies. I have one golden rule now - to deal with grievances immediately they arise instead of putting the men off.

Disc teamwork based squarely on close co-op. no trouble maker can make any impression on such a front quite well

J. N.

We have found a new technique of discipline. It rests firmly on the close ~~alliance~~ ^{co-operation} of Trade Union, Works Council, and Management. Lateness and absenteeism for example, present no problems. Our experience has shown that we are only on the fringe of possibilities of production, as the spirit of teamwork grows.

A team of ten machines have a maximum output. A team of ten men has an incalculable potential output.

One illustration occurred recently through the Dock Strike.

L. M. *council*

The Dock Strike made it very bad for the Tanneries who ~~really~~ depend for most of their raw materials on shipments from overseas. A very serious situation developed at the Tannery. The Works Council were called together and the Management informed us that Production would have to be cut by 40 %. They did not want us to suffer any loss and put forward a four weeks plan to pay every man his average process earnings. During that time it would mean that men would be detailed for necessary maintenance jobs, and the Management looked to the men to put in the quality of work to justify the wages they were paying.

Frankly, I felt that it would not work. It was too big a challenge for the men. I was wrong, the men got ahead of schedule, and more work was done in the four weeks than was planned for.

Important point is

J. N.

Tom, do you think that this idea is making headway and taking root? *so that it is operative in individuals*

T. T.

Yes, most certainly. I overheard one of my workmates saying that he had met a man from another Tannery. This man said, "It's time we had a strike in the Tanneries", and my workmate said, "Why, what do you mean"? "Well, it's time we had a strike and got something. Don't you want a strike"? My workmate said, "No we are working for a firm where the Management have decent principles".

Mind you, we still have our problems, but where they used to lead to grievances, they now lead to change and progress.

J. N.

How would you sum up Jack, for Management?

J. T.

Well, we on the Management side don't always get our own way in the Works Council. Sometimes we get a dubbing because we haven't done the thing that is right; and we ought to have it.

The Works Council has reached out much further than ever we thought, and carried the Management along much further than ever we dreamed. — We were going. But if you are out to get the thing that is right for everybody, you can't hold things back.

J. N.

Somewhere we must produce the quality and momentum of teamwork adequate to save the world. It can be the destiny of Industry to produce this teamwork. To give a lead to the world in this task, must be the destiny of British Industry.

*Industry is every nation fighting to produce this teamwork
- a world front - a world superforce - a pattern*

Works Council : (now been operating for fourteen months).

On the first page of the Minute Book of the Council :-

"This could be a memorable day in the history of the firm, because it could mark where we cease to regard Management and Labour as two conflicting parties, and think of them as people with a common interest to serve. Here we could together work out a new basis of Labour-Management relations, and in doing so we could be building national unity".

(This has been fulfilled)

Two Statements, by representatives of the workers.

"This idea of teamwork has caught on. Not everyone wants it, but those who don't aren't happy and are getting by-passed."

"The biggest thing in the annals of this Company is this Council and what it stands for. It is worth fighting for with all we've got."