

used in the preparation of constructive propaganda bulletins. These are dispatched weekly to each individual throughout our entire organization, giving constructive policies that will allow them to offset radical tendencies in any industry whatsoever.

#### CHAPTER IV

Our hero longs to share in and profit by the current enthusiasm of Big Business for company unions, employees' stock ownership, group insurance, industrial pensions, suggestion systems, thrift bonuses, and other catch-as-catch-can welfare devices. He argues: "The ideas which workers entertain toward such vehicles, programs and methods are best developed from the bottom up as a part of a scientific plan and directed scheme."

Mr. Sherman has that scheme. He guarantees to sell any program or project from stock subscription schemes to speed-up devices, to any number of workers, provided the employer will be good enough to sign a contract for a sufficient number of undercover operatives—Mr. Sherman to suggest the sufficient number. Such operatives receive from \$5 to \$10 a day. They seek jobs at the factory door in the usual way. By previous arrangement between Mr. Sherman and the employer, these labor spies are given the jobs. They forthwith begin to send reports to Mr. Sherman's engineering office daily. The office digests these reports and submits them to the employer, who pays the bill. The employer is thus informed constantly of every pulse-beat and respiration count of his workers. He knows what they think, feel, do, wish and fear. This Mr. Sherman calls "the analysis and measurement of the attitude or motive factor and the rebuilding of it along constructive lines." In return, Mr. Sherman receives from the employer a monthly check for from \$400 to \$600 per operative.

#### CHAPTER V

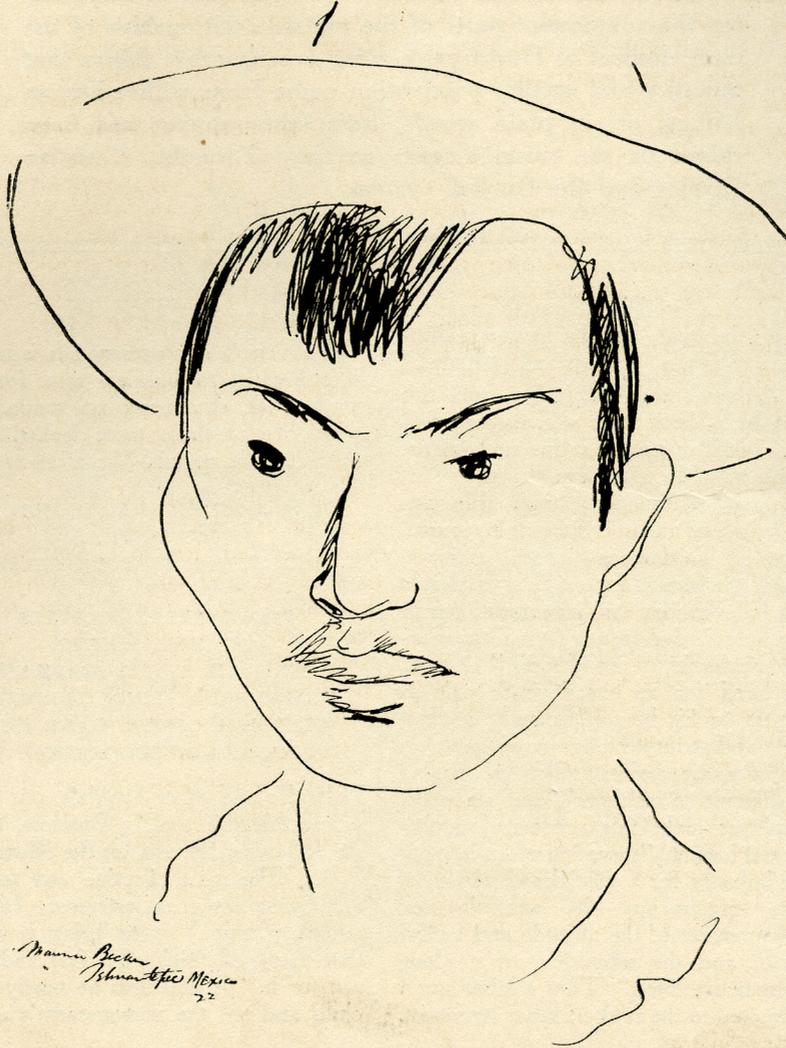
An example of company union introduction may be taken from the history of the shopmen's strike on the New York, New Haven and Hartford Railroad. Mr. Sherman is called into consultation with the management. He advises a generous employment of his operatives and through them the installation of an "employee representation plan," industry's latest fad and labor union substitute. The details of Mr. Sherman's work are now the property of the International Association of Machinists. How? An unnamed chambermaid in an unnamed hotel daily emptied the contents of a wastebasket into the lap of the union. Some 2,000 pages were harvested before the story ended. The beginning of the correspondence finds the New Haven pelted daily by letters of advice giving the most minute suggestions concerning the "industrial democracy" scheme then in the process of introduction. The letters reek with the word "constructive," and with fine distinctions between the ordinary vulgar sort of company union and the transcendental "adjustment and co-operation" system advocated by the spy king. He urges the company "to keep in mind all factors that create and maintain enthusiasm in labor unions, and to meet these requirements in so far as possible by displac-

ing destructive thought and action by constructive action." This is sound "psychology" as Mr. Sherman would say.

The "yellow dog" or "individual" contract is advised by Sherman as the most effective way to prevent the company union from falling into the hands of a regular labor union. "It would be well," he advises the company, "to

"stick" by recounting the extraordinary advantages of working in the shops of the N. Y., N. H. & H. As soon as a new worker enters the shop he is pounced upon by Sherman emissaries who paint the glories of working for the New Haven, as compared with any other road.

2. To sell the company union to the workers.



DRAWING BY MAURICE BECKER

#### TEHUANTEPEC INDIAN

prepare an application whereby the member will, in consideration of employment and membership in the association, agree to observe its rules and regulations." Sample contracts are submitted binding the worker to the company and pledging him to non-membership in any outside labor organization. As a result of this advice, the strictest features of the Sherman plan were adopted by the railroad management and a body named the "Mechanical Department Association," composed of the strikebreakers—as the regular workers were still on strike—was instituted. It still exists.

Then follow the daily reports of the "service" to the railroad management recounting the doings of the "operatives" in their efforts to sell the M. D. A. to the workers. We read, for example, of operatives X13, Y59 and Z36, in their educational campaign to convince the human material on which they were paid to work, that the new association is "to the workers' interest" and not a "bosses' affair." An analysis of the spy reports reveals the spies engaged in attempts to accomplish the following objects:

1. To tell the strikebreakers to

3. To convince them that the labor union is always destructive—the company association always constructive.

4. To urge the workers—scabs are proverbially slow and incompetent—to speed up and improve their work. If they do this the union strikers will never be taken back to replace those now "loyal" to the company.

5. To remove forthwith from the shop anything resembling a radical, agitator or "kicker" or any person who questions the divine right of the New Haven to operate its property as it sees fit, or who believes in the 8-hour day.

#### CHAPTER VI

The treatment administered to the "human element" by the Sherman missionaries indicates the range and technique of this "man engineering." We find, for example, that worker No. 82 is "appreciative of the plan" and the spy reports that he will be encouraged to "co-operate in the effort to promote its membership." Any worker who takes to the company union is reported to be faithful or loyal, or if he is at first cool toward the plan and then warms a little he is said to be "responding favorably to constructive

treatment." Should he be only lukewarm, "further efforts will be made to correct him." When a new man appears in the shop we have this report:

"Herbert Hooker, recent employee, was promptly cultivated upon his commencing work. He was advised of the advantages of the M. D. A. and responded favorably. He will be given continued attention."

Another worker, brother L. Turner, "displays a very satisfactory attitude." Why? Because the company let him do light work after he had suffered a physical injury in the shop. But the company must not hide its light of mercy under a bushel. Therefore "this incident has been capitalized on to the fullest extent." The reports indicate that there is much of this "capitalizing on" every time the foremen happen to do something half-way human.

But more serious matters claim the spy's attention. For it appears that "Fred Gunn sometimes eats his lunch on the company's time. Efforts to correct him have had rather ineffective results thus far." Then the model workman is described, a certain No. 305. "He was formerly a member of the machinists union but severed his connection with it sometime before accepting employment at the plant." There is also Newbury, No. 269, whose "attitude seems to be proper." And R. Stone, No. 349, who is not doing so well. "Possibly his conduct while in former employment was a result of improper influence by labor union heads. He will be given further attention."

Worse still is a worker named Bauman who "judging from various remarks that he has made has a very strong radical tendency. Many of the other men feel his real purpose in the shop is to agitate and sow the seed of discontent." What's more: "He is totally unresponsive to constructive effort," and "it would seem he should be dismissed"—Bauman was "dismissed"—and so on for a thousand pages through the innumerable George Bents who "continue to render a good day's work" and "to speak well of the company" and "to otherwise display a constructive attitude."

Is Mr. Sherman's work detective work? Ah, no, indeed. Our hero explains the difference thus: detectives do destructive work, while his agency does instructive work; it tries to CORRECT conditions. "We do not suggest discharges unless there is no other resource. We try to correct, and at times we suggest a transfer from one department to another. I have an incident in mind, where a man, strong himself, but who had sex proclivities, was working in a department with females. It happened that there was a department in that plant, where there was no female labor, and we suggested his transfer to that department, and he seems to be doing his work carefully."

"Minds and feelings can be capitalized," says Mr. Sherman in an article in the *Manufacturers' Record*. He has been capitalizing business for 16 years now. A review of the record of his service since the day he opened shop under the franker title, Sherman Detective Agency, down to the days of "changing viewpoints" and the brother-

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