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## Copper Commando - Butte Labor-Management Issue

Victory Labor-Management Production Committees of Butte, Anaconda and Great Falls

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# Butte

## LABOR-MANAGEMENT ISSUE



Copper Commando



# Greetings From Headquarters

**A Message From W. Ellison  
Chalmers, Acting Chief of Staff,  
War Production Drive  
Headquarters**



W. ELLISON CHALMERS

## **TO THE BUTTE LABOR-MANAGEMENT COMMITTEE:**

Greetings from the War Production Board, and from your War Production Drive Headquarters in Washington. We've been hearing about you Copper Commandos for many weeks. Now we're happy to say "hello."

This message is sent to you in the Butte area through your own official Labor-Management newspaper because of the pioneering teamwork job which you and the COPPER COMMANDO are doing in advancing copper production.

A little more than a year ago Donald Nelson, Chairman of WPB, at the direction of President Roosevelt, called upon labor and management to put their heads and hearts together in a joint endeavor to build maximum war production. The response in Montana and throughout the nation was—and is—remarkable.

Close to 5,000,000 workers. Many hundreds of labor organizations. The managements of 2,200 mines, factories and shipyards. All signed up under the War Production Drive as teams working together for victory.

The Butte Labor-Management Production Committee has been doing a real production job, backed by the fine support of COPPER COMMANDO.

We at War Production Drive Headquarters in Washington are looking for even finer teamwork, even greater progress from your committee in the coming year.

W. ELLISON CHALMERS.





Here is a view of Butte, the city in which this Labor-Management Committee operates

**COPPER COMMANDO** is the official newspaper of the Victory Labor-Management Production Committees of the Anaconda Copper Mining Company and its Union Representatives at Butte, Anaconda, East Helena and Great Falls, Montana. It is issued every two weeks. . . . **COPPER COMMANDO** is headed by a joint committee from Labor and Management; its policies are shaped by both sides and are dictated by neither. . . . **COPPER COMMANDO** was established at the recommendation of the War Department with the concurrence of the War Production Board. Its editors are Bob Newcomb and Marg Sammons; its safety editor is John L. Boardman; its chief photographer is Bob Nesmith; its staff photographer is Les Bishop. . . . Its Editorial Board consists of: Denis McCarthy, CIO; John F. Bird, AFL; Ed Renouard, ACM, from Butte; Dan Byrne, CIO; Joe Marick, AFL; C. A. Lemmon, ACM, from Anaconda; Jack Clark, CIO; Herb Donaldson, AFL, and E. S. Bardwell, ACM, from Great Falls. . . . **COPPER COMMANDO** is mailed to the home of every employe of ACM in the four locations. This is a special issue of **COPPER COMMANDO** devoted to the Victory Labor-Management Production Committee at Butte.



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This is a message written expressly for **COPPER COMMANDO**, official Labor-Management newspaper, by W. Ellison Chalmers, Acting Chief of Staff, War Production Drive Headquarters, Washington.

**THE LABOR-MANAGEMENT COMMITTEE 4-7**

Here is the report of how Labor-Management Committees were started all over the country, and how the Butte Committee became the first to be formed in the non-ferrous metals industry. Here are statements, too, from Governor Ford, from Chief Justice Johnson, from Mayor O'Leary of Butte, from D. M. Kelly of the Anaconda Company, from Stanley Babcock, president of the Butte Miners' Union, and from John Gilbert, head of the Engineers.

**CANDID CAMERA 8-9**

Here is Butte's Victory Labor-Management Production Committee in action. We find here Labor and Management tackling vital war problems and trying to iron them out. These are two pages of informal pictures.

**THESE ARE THE CRAFTS 10-11**

Officials of the Crafts unions of the American Federation of Labor also have a strong voice in our Labor-Management Committee. Here are two pages of statements issued by leaders of Crafts unions.

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For our special Butte Labor-Management issue, Philip Murray, president of the CIO, and William Green, president of AFL, have contributed messages on absenteeism.

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This is the story behind the official Victory Labor-Management Production Committee newspaper, first publication in the non-ferrous metals industry and one of the first in the United States.



# LABOR- MANAGEMENT COMMITTEE

WHERE the Labor-Management Committee idea had its origin, I am not advised, but I am persuaded that the man whose brain gave it birth had nothing short of an inspiration. For too many years labor and management seemed to entertain mistrust each for the other, as though labor feared that management would keep its nose to the grindstone, while management feared that labor's chief interest was in perpetrating a holdup.

There is no reason today, nor has there ever been any real reason, why both sides to any question that may arise in industry should not be able to settle every question by sitting together at a conference table and dispassionately debating the problem at hand. As a result there is greater harmony in the plant, a greater likelihood of genuine friendship between the management and the men, and a consequent bolstering of morale, all of which must contribute to decidedly greater production, which is of vital consequence to a nation in wartime.

The "man in the street" learns with something akin to amazement that there are more than two thousand Labor-Management Committees in the United States, but his amazement quickly gives way to gratitude when he contemplates the immense value the labors of such committees have proven to the country's war effort.

It is something of which the Butte Committee should be proud, that it was the first to be formed in the non-ferrous metals industry. May its influence continue to grow.

—SAM C. FORD,  
Governor, State of Montana



GOVERNOR SAM C. FORD



CHIEF JUSTICE HOWARD A. JOHNSON

OUR authoritarian enemies, who believe in compulsion rather than co-operation, are due for quite a shock. Their plan is for complete control of people by the government, instead of control of government by the people. They think that because citizens cannot easily be regimented by their own representatives, a representative government is too weak and inefficient to survive.

But they forget what Americans have accomplished in little more than a century and a half under our free system of intelligent co-operation rather than compulsion. Our American plan has been to train the citizens in self control, tolerance and co-operation, and to restrain them only enough to see that they respect in each other the same rights they insist upon for themselves. That training and experience have naturally developed the self restraint and co-operation so essential to maintain our freedom.

An outstanding proof of that fact is the existence of the hundreds, even thousands, of Labor-Management Committees in the productive industries. They are bringing into play, not an interference of one with the separate interests of the other, but the voluntary co-operation of both in the joint interests of both, for the preservation of our system without which neither can be free. All our people know what defeat will mean to their liberties; and they are determined that in the decisive battles at hand it shall not be our defenders who will lack the necessary airplanes, tanks, ships, guns, bombs and ammunition with which to win.

—HOWARD A. JOHNSON,  
Chief Justice, State of Montana



**T**HIS is a special issue of **COPPER COMMANDO** devoted to the Victory Labor-Management Production Committee at Butte.

Because the objectives of the Labor-Management Committee, as set up by Donald M. Nelson, chairman of the War Production Board, are not always understood either by employees or by residents of a community, the local committee felt it desirable to issue a special number of its Labor-Management newspaper for distribution throughout the Butte area.

This issue is devoted exclusively to the operations of the Butte Committee. There are two other committees—one at the Smelter at Anaconda and another at the Refinery at Great Falls. But, because the method of operation of each differs from the others, it was felt desirable to devote this issue to Butte only.

## Mr. Nelson Suggests

Labor-Management Production Committees were set up at the express suggestion of Donald M. Nelson and today more than 2,200 are in operation throughout the United States. It was stated at that time by Mr. Nelson that the Labor-Management Committees should concern themselves solely with matters of production. They were not to be, Mr. Nelson declared, agencies by which management could control labor or by which labor could control management. They were not to be political devices in any sense. They were to dedicate themselves whole-heartedly to increasing production in the interest of winning the war.

War Production Drive Headquarters, now headed by W. Ellison Chalmers, who has written a preface for this issue, was established to service these committees throughout the country with helpful ideas and suggestions. The method of operation of a Labor-Management Committee is, for the most part, entrusted to the committee members themselves.

## A Survey Held

At the end of the year, War Production Drive Headquarters conducted a survey of its committees, and more than eight hundred committees replied, representing close to 2,000,000 war workers or approximately forty-five per cent of all employees in mines and plants where the joint committees operate. This tabulation of committee activities might be interesting to our readers. Drive Headquarters reported committee activities in the order of their popularity as follows: Informational and Morale Building programs, 94.9%; Suggestions, 92.9%; Conservation of Materials, 87.6%; Transportation, 84.9%; Absenteeism, 82.4%; Care of Tools and Equipment, 73%; Production Problems, 72.9%; Cost Control, 67.4%; Training, 48.9%, and Nutrition and Health, 38.6%.

Other activities included special production problems, such as cost reduction, machine tool capacity, idle time, gas and air and electrical equipment, mine and plant housekeeping, fire protection, plant protection, movies, letters to service men, book collections, employment, music, uni-



MAYOR BARRY O'LEARY

**WHEN the Japanese committed the dastardly deed of attacking Pearl Harbor, they wrote a new chapter in the history of infamy. An American people which had complacently viewed a war thousands of miles away was suddenly stirred to rage. We had been a country divided against ourselves, because there were so many conflicting opinions. Pearl Harbor meant war, and war means the materials with which to fight. It was clear to the Government, it was clear to industry, it was clear to Labor—yes, it was clear to all of us that, in order to prosecute this war successfully and drive the Axis powers to their knees, we would need the greatest all-out production in the history of mankind. To that noble end Labor and Management have dedicated themselves. In factories and shops, in mines and shipyards—in fact, from coast to coast—Labor and Management are setting aside their differences of opinion in the great cause of victory.**

**As Mayor of your city, I have noted with deep satisfaction the growing importance of your Labor-Management Committee... Its members represent a fine cross section of opinion of both Management and Labor. Its meetings attack the problems of production with intelligence and fairness. Your **COPPER COMMANDO**, in the few brief months of its existence, has demonstrated not only to the people of Butte and to the people of Montana, but also to officials in Washington, that it is truly the outstanding publication of its kind in the country.**

**Your intelligent approach to the war problems is a credit to both Labor and Management.**

**—BARRY O'LEARY,  
Mayor, City of Butte**

forms, home nursing, Red Cross training, time keeping, assistance with tax returns, etc.

"Business Week" in its issue of May 22, 1943, devoted considerable space to the first anniversary of Labor-Management groups. It said that, according to the survey, 72 per cent of the Labor-Management Production Committees reported the establishment of sub-committees. Forty-two per cent have organized sub-committees responsible for the transportation of workers; forty per cent for the operation of suggestion systems; thirty-five per cent to conduct informational and morale building programs, and thirty-four per cent to handle safety matters. It is interesting to note that the local Butte committee is represented in all these four groups.

Chairman Nelson of the War Production Board reported at the end of the first year of committee operation that these committees "show convincingly that this approach to the problem of increasing production is sound and extremely effective."

## Harmony Results

But the Labor-Management Committee can and does accomplish more than the vital increase in production. In many, many instances throughout the country, needless frictions between labor and management have been reduced as a result of the employer and employee sitting down together to solve common problems. A great measure of understanding has arisen during these conferences, where the working man is able to state his own case clearly and where the employer has an opportunity to express his own side. It is recognized by the government and by industrial relations experts the country over that a proper rate of production can be realized and maintained only if there is a fair and reasonable understanding between labor and management.

## First Committee

The Butte Victory Labor-Management Production Committee was the first committee formed in the non-ferrous metals industry. It came about in this way: Before the actual Labor-Management Committee drive went into effect, a suggestion was made by the Butte Miners' Union that a mines production committee be formed. The Anaconda Copper Mining Company at that time and several times later expressed its desire to cooperate in a program designed to increase the production of copper, zinc and manganese from the Butte mines. On March 22, 1942, Vice-President D. M. Kelly addressed a communication to every union with which the Company has contracts inviting the several unions to elect repre-





D. M. KELLY

**THIS is a special issue of our Labor-Management newspaper, COPPER COMMANDO, devoted to the building of a better understanding between Labor and Management in the interest of winning the war. I am grateful for this opportunity to speak for Management to Labor.**

**The war has joined us in a common cause. You have sons in the service; so have we. The sons of Labor and the sons of Management are fighting side by side in this common cause all over the world. That very situation seems to be a good reason why we at home should try to set aside our differences of opinion and pull together.**

**Through the medium of our Victory Labor-Management Production Committee, I think we are commencing to do it. We've come quite a long way in a year's time—I hope we do better next year.**

**I want to compliment the Committee—the members of Labor and Management both—for a good, conscientious job. I want to congratulate the Labor-Management staff of COPPER COMMANDO and its editors for what seems to be an outstanding publication. Most of all, I want to express the hope that, out of our Labor-Management Committee, there will come a co-operation and an understanding that will help us all.**

**D. M. KELLY,  
Vice President, Anaconda Copper  
Mining Company**

representatives to participate in an increase of production program. He named the Company committee as follows: D. M. Kelly, chairman; J. J. Carrigan, vice-chairman; W. J. McMahan, secretary; E. S. McGlone and H. J. Rahilly. A week later the Butte Miners' Union advised the Company that its committee was ready to function. The Miners' committee was composed of the following: Charles Black, chairman;

Oscar Hills, vice-chairman; John McLeod, secretary, Tony Vodopich and William R. Jenkins. Shortly afterward the Butte Stationary Engineers' Union No. 83 and all of the craft unions of the AFL subscribed to the general principles of the Labor-Management Committee.

The first meeting of the Miners' Union and Company groups was held on April 2, 1942, and thereafter meetings were held each week until, a few months later, it was deemed advisable to hold meetings every two weeks, which is the practice today.

## Early Days

A certain amount of confusion naturally existed at the beginning. It was not clear to everyone exactly what the purpose of the Labor-Management Committee was; early meetings were somewhat ineffective because matters not pertaining to production were brought in. But after a time, both labor and management found a pattern of operation. The committee started to take genuine form when the Suggestion Sub-Committee was established. This sub-committee, the first to be launched, was designed to encourage employees to submit suggestions to increase production or improve working conditions. This sub-committee has functioned continuously since its establishment and several of the suggestions made by workers have been put into practice.

Other sub-committees were formed as special needs arose: A Poster Sub-Committee was established to handle government placards; bulletin boards were posted at conspicuous spots at the mines and in the community. These are changed regularly. Payroll inserts, specially prepared for the Labor-Management Committee, are distributed each pay day.

Another committee of importance is the Publicity Sub-Committee, which was appointed to publicize the activities of the Labor-Management Committee. When transportation problems become difficult, the Transportation Sub-Committee of the Labor-Management Committee goes into action and attempts to iron out the kinks.

In recent weeks the matter of inadequate meat allowances for copper workers has come to the attention of the Labor-Management Committee. A Rationing Sub-Committee was formed and the committee, in co-operation with the Butte Miners' Union, the Mining Association of Montana, and other civic groups, created the "Meat for Copper Production Committee." It has staged a large-scale mass rally in the city, has gone on the air with a radio program outlining its aims, and while up to this time no decisive action has been taken in the matter at Washington, the Rationing Sub-Committee has functioned smoothly in its effort to solve a civic problem.

First in the Labor-Management field in the non-ferrous metals industry, the



STANLEY BABCOCK

**I WISH to take this opportunity to state the progress that has been made and the vast possibilities of the Labor-Management Committee.**

**It has brought the different unions to a better understanding of each other's problems. It has also set a precedent that we old-timers a few years ago would have said was impossible to ever see—that is, having a committee of Labor and Management sit down at the same table threshing their problems out. When you stop to think that Management and Labor have been fighting for over fifty years, very bitterly at times, this is quite a stride in the right direction.**

**Speaking for Labor, we are more than willing to meet Management half way to get out the copper so vital to bringing this war to a successful end. I cannot speak too highly of the hard work and earnest effort our committees have put in on this problem, realizing that the unions and Company would both benefit by amicable relations.**

**I cannot speak too highly of the untiring work that the staff of COPPER COMMANDO has done along these lines. They are never too busy to sit down and talk over any problem that may arise. Hats off to Bob Newcomb and Marg Sammons, the editors, and the rest of the staff.**

**I wish to point out that, through the combined efforts of the Labor-Management Committee and the Miners' Union, after a long time we did get the Terre Haute boot.**

**STANLEY BABCOCK,  
President, Butte Miners Union  
No. 1 (CIO)**

committee was also first in establishing a Labor-Management newspaper. COPPER COMMANDO, which is the official organ of the three groups at Butte, Anaconda and Great Falls, was set up at the recommendation of the War Department and the War Production Board. Its policies are governed by a staff representing



equally labor and management and it is neutrally edited.

To help reduce absenteeism in a time of war, the Labor-Management Committee a few weeks ago created the Absenteeism Sub-Committee. This group through its representatives of both labor and management, conducts regular interviews of workers who absent themselves for more than four days each month. The interview plan was experimental at first but is believed to hold sufficient promise so that it will be broadened to include the entire working personnel.

The Labor-Management Committee in Butte meets in the assembly room of the pay office on alternate Tuesday nights



JOHN GILBERT

**ALTHOUGH I have not personally attended many Labor-Management Committee meetings, the stationary engineers have been well represented, I feel, by Vice President John Cavanaugh. John takes an active part in Committee affairs and his reports to us at our regular meetings are clear and to the point. Like a lot of the rest of the boys, I was not one hundred per cent sold on the Labor-Management idea at the beginning. But I think I can see now that it has a chance to be a valuable asset in this community if we all work together with it. There was a fear at the start that Labor would have to sacrifice many of the gains it has made but this does not now seem to be the case. This is a Committee designed for all-out production to win the war, and the stationary engineers are solidly behind anything that will help win the war.**

**JOHN GILBERT, President,  
Stationary Engineers,  
Local No. 83 (CIO)**

at 7:30. At one a management chairman presides; at the following meeting a labor chairman wields the gavel. Attendance naturally varies. There are probably twenty-five or thirty men at each meeting plus visitors from the government, other companies, etc. At these meetings a stenographic transcript is taken of the proceedings which is submitted at the following meeting for approval. When approved, these minutes are sent to War Production Drive Headquarters in Washington and to other government agencies such as the War Department, the Copper Division of the War Production Board, etc.

The general procedure, after opening the meeting, is to call upon the secretary for the reading of any correspondence. This correspondence usually consists of communications from government departments, chiefly the War Production Board and the War Department. Following the secretary's report subcommittee reports are given, after which the meeting turns to old business and then to new business. A report of the Suggestion Committee comes at the conclusion of the meeting, at which time suggestions which have been submitted are read and their disposition announced.

The meetings sometimes provide excitement, since controversies frequently arise and must be smoothed out. But it seems to be the feeling of those who attend the Labor-Management meetings that these exchanges of opinion are helpful to the cause of production. Objective observers seem to think the Labor-Management Committee at Butte is an outstanding one, not so much for its accomplishments, which as yet are relatively few, but for its potentials. In the words of Herbert Heasley, labor consultant of

the War Production Board, the Butte Labor-Management Committee has come a long way in a short time. "It has," according to Mr. Heasley, "enormous possibilities to work for the benefit of both labor and management."

Management is quick to acknowledge the fine role which labor has played in the Labor-Management Committee from the outset. The Labor-Management Committee was formed as a result of a suggestion from the Butte Miners' Union, and the miners' representatives, together with those of the engineers and the crafts, have co-operated fully. At the beginning there were considerable doubts on both sides as to the practicability of getting employer and employee to sit down together to wrestle with the matter of increased production. But over a period of months, it is becoming more and more apparent to both sides that many knotty problems can be solved through such an agency as the Committee.

On the following pages, COPPER COMMANDO attempts to set forth, in picture and text form, the story of the Labor-Management Committee at Butte. It is the hope of your committee that you will find the work of this group interesting and that you will weigh it in the light of what good it can accomplish in the interest of winning the war. The Labor-Management Committee does not pose for a minute as perfect; it does not for a minute pretend to be the answer to all problems. But the committee feels that it has earned a place in the industrial life of the community and that, through the patience, co-operation and understanding of all workers, whether they be miners or craftsmen or management, the committee will accomplish much for the common good.

## LABOR-MANAGEMENT GOES ON THE AIR



Left to right: Chairman John Claxton; Denis McCarthy, CIO; Bill McMahon, ACM Co.; John Bird, AFL



# LABOR- MANAGEMENT COMMITTEE



**H**ERE'S our Butte Labor-Management Committee in session. That's Herb Heasley at the top of the page; Herb established the Labor-Management Committees of the Anaconda Copper Mining Company and its union representatives for the War Production Board with which he is associated—the Butte Committee was the first in the non-ferrous metals industry. Over at the left, Jerry Harrington, AFL blacksmith, is reporting for the Rationing Sub-Committee, which he heads, and in the picture below at the left is Bill McMahon, the Company's labor commissioner and secretary of the Committee, reading his report. Immediately below, Stan Babcock, president of the Butte Miners' Union, is raising a point.

On the facing page are views of the Committee itself. In the circled picture at the bottom are Bill McMahon, Committee secretary, Dick O'Neil, who tran-





scribes the minutes and the Committee's regular reports to Washington, and Charlie Black of the Butte Miners' Union, who is Labor's chairman of the Committee.

Does the Butte Labor-Management Committee function always in an atmosphere of sweetness and light? Hell, no. Men walk into these meetings with problems; they try to walk out of the meetings with solutions which isn't always possible, but the attempt is always made. That means harsh words occasionally; that means that a man must have the right always to stand on his feet and tell the other side what he thinks of it. Out of such candor, out of such plain unapologetic speaking, come the solutions.

This is not a last name group. Formalities are forgotten. Some meetings are dull; most of them are lively because issues are raised and must be settled. Fellows on both sides feel that they are going places. When Washington recommended the creation of Labor-Management Committees, it suggested the general pattern, recognizing that industries differ. It left to the enterprise and initiative of each committee the matter of working out the details of operation. The Butte Committee, thus tossed the ball, caught it. Everything was not peaches and cream at the beginning because the Committee was feeling its way. There were doubts and suspicions to be erased; it was necessary to establish clearly in the minds of both sides that this was not a device by which either Labor or Management would get the upper hand.







**FOR THE CARPENTERS . . .**

**WHEN** you build a house, you have to start with the foundation, and the foundation must be solid. We are still building a foundation for our Labor-Management Committee. Maybe we used a few of the wrong materials at the beginning, but at least we corrected these errors. The Carpenters are expected to play ball in the interest of winning the war just as much as the miners underground. The Carpenters are not going to let Uncle Sam down.

Our representatives, Tom Stack and Jack Gaffney, have plugged hard for the Labor-Management Committee for many months, and we feel we Carpenters have benefitted through a better understanding of what Management's problems are through Management's willingness to listen to what we workers have to say.



**J. H. JOYCE**

**THESE  
ARE  
THE  
CRAFTS**

**FOR THE TEAMSTERS . . .**

**NOBODY** needs to be told that, if Labor and Management all over the country work together, the war will be over sooner.

I wouldn't go so far as to say that our Labor-Management Committee is one hundred per cent or that it works perfectly here. But I will say that it has before it the chance to do a job and it has behind it a few accomplishments that give those of us who are interested in it some hope.

I have attended many Labor-Management sessions and feel that I have gotten enough out of it for the teamsters to justify my going back and I know the teamsters feel the same way.

No one will ever be able to accuse the teamsters of lack of co-operation in a time of war.



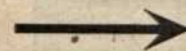
**FRANK BIRMINGHAM**



**FOR THE MACHINISTS . . .**

**THE** Machinists have co-operated with the Victory Labor-Management Production Committee from the beginning. We did not know exactly how such a plan would work out, but we certainly did feel that anything we could do to aid the war effort, we would do. We figure we ought to aid in every way we can to win the war and bring the boys back home again. If working with Management, still not giving up any of our rights as union men, is going to help lick the Axis, then we are all for it.

I think that our various sub-committees and particularly **COPPER COMMANDO** are doing a real job in showing to the workers throughout our community the need for forgetting a lot of the strife that has worried us all in the past.



**JAMES CUSICK**



**FOR THE BOILERMAKERS . . .**

**THE** necessity of Labor-Management co-operation cannot be stressed too heavily. Friction between the two means loss of energy and time, both of which are in demand.

The local Labor-Management Committee, because of the direct contact between the man who says do and the man that does it, has ironed out many petty annoyances, which encumber any enterprise of such size and importance as the mining and refining of copper.

The welcome of ideas from the Suggestion Box is assured and the merit of each is thoroughly discussed, resulting in many innovations and corrections in the handling of materials and procedure of work.

Thank you, Brothers John Dooris and Harry Goodland, for your faithful attendance at these meetings.



**LESLIE JOHNSON**





**Officials of  
our AFL  
Crafts Unions  
have a word  
on the topic of  
Labor-Management**



**FOR THE PIPEFITTERS . . .**

WE Pipefitters firmly believe that we've got to keep plugging away hard, all of us, to get this war won. We are not the actual producers of copper, which is so vital to the winning of the war, but we are on the service end of the industry and we are all important in the war program.

Just as we must co-operate as Pipefitters with the copper workers themselves, so must Labor and Management pull together if we are going to get this war won. Several of the men in our plant have sons in the service, and we want them back, hale and hearty. It's co-operation that will speed their return—co-operation among ourselves, co-operation with the fellows on the copper end of the job and co-operation, too, as union men with Management.



**R. W. HICKS**



**FOR THE IRONWORKERS . . .**

WHEN the Labor-Management Committee idea was first submitted there were a number of the Ironworkers who felt as I did, that such a Committee could never really function. But over a span of several months, we have been able to watch the Labor-Management Committee closely and to take part in a number of its conferences. We seem, all of us, to be staying right on the beam and I see no evidence that Management or Labor is trying to get the upper hand. It seems to me as though we are pulling together well, not making too much progress yet, but at least we are headed in the right direction and that should help. The President assures us that teamwork is what will help win the war, and if it's teamwork the President wants, the Ironworkers will be in there pitching.



**EWEN CLARK**



**FOR THE BLACKSMITHS . . .**

WE Blacksmiths have watched the growth and development of the Labor-Management Committee with considerable interest. Our representative, Jerry Harrington, has been active in the affairs of the Committee and has made many constructive contributions to the cause of winning the war. Out of the Labor-Management Committee has come the Rationing Sub-Committee, which Jerry heads, and out of that has come the "Meat for Copper Production Committee" which is seeking to obtain more meat for copper workers, particularly the miners. In this effort Labor and Management have been drawn together and I see no reason why real benefits cannot come to the working man not only now but after the war through such agencies as Labor-Management Committees.



**BILL WHALEN**



**FOR THE ELECTRICIANS . . .**

NOT all of us were one hundred per cent in sympathy with the Labor-Management principle when we were first told about it, but the Electricians have gone along with the Labor-Management Committee idea and through our representative, John Bird, have taken an active part in many of the Committee functions. Bird has represented us from the beginning and also served on the COPPER COMMANDO editorial board.

There has been no evidence that we have seen that the rights of Labor are being weakened through co-operation with Management in the Labor-Management Committee. On the contrary, we feel that if the Committee continues to function, Labor itself stands to benefit through having perhaps a better understanding with Management.



**HARRY GRIBBLE**





**PHILIP MURRAY**

President Congress of Industrial Organization



**WILLIAM GREEN**

President of American Federation of Labor

## Absenteeism Is Out

The Labor-Management Committee wanted to know what Labor's own leaders thought about absenteeism—production's top problem today. This is what they said, in statements expressly prepared for this Labor-Management newspaper. On the opposite page you can learn what the Committee is doing about this big topic of absenteeism.

**UNINTERRUPTED** and maximum war production is of the utmost urgent importance to supply our armed forces and those of the United Nations

The CIO makes winning this war its first consideration and I know that all our unions and our membership will cooperate to the limit in preventing any avoidable absences from work. Absenteeism helps the Axis.

Let's cut absenteeism down to the absolute minimum.

—PHILIP MURRAY

**SOLDIERS** serving in the armed forces cannot practice absenteeism. Soldiers of production should not practice absenteeism.

Each is under solemn obligations to serve the nation for the duration of the war.

The appeal of the American Federation of Labor to the soldiers of production employed in industry throughout the nation is to give service continuously, avoid absenteeism, work each day and each week without interruption.

—WILLIAM GREEN





Left to right: Gene Hogan, Anaconda Company; Denis McCarthy, CIO; Ed McGlone, Anaconda Company, and Jerry Harrington, AFL

## Absenteeism Is Out

With Labor and Management pulling together to reduce absenteeism among the ranks of workers, progress is promised in the relief of one of the country's greatest problems today. The Absenteeism Sub-Committee of the Labor-Management Committee is moving ahead on a program to reduce absenteeism, and great credit goes to Labor for having started the program.

ONE of the gravest problems facing the government in these war times is that of absenteeism. Willful or inexcusable absence from a job in an industry as important to the war as the copper industry can seriously impair production and postpone the day when our boys can return from the fighting fronts of the world.

It is a distinct tribute to the Butte Miners' Union that the suggestion for the creation of a committee to reduce absenteeism originated within its own membership. Several of the Miners' representatives, anxious that the good attendance record of the vast majority of miners be not impaired, came before the Victory Labor-Management Production Committee with a three-point program calling for the joint interview of absentees by a combined Labor-Management group. Management willingly concurred with Labor's recommendations, and after a few preliminary conferences, the interview method was put into effect at two representative mines. It is now felt that the trial period is over and that the interview system can now be applied to all mines. Meanwhile the Crafts unions are cooperating fully by conducting their interviews independently. Reports are submitted regularly to the Labor-Management Committee and these reports are in-

corporated into the minutes which are sent to Washington. The purpose behind the interviews is, of course, to separate the inexcusable absentee from the legitimate absentee. Labor leaders feel, as does Management, that the habitual absentee who stays away from work without a valid excuse is only a drag on war production.

COPPER COMMANDO, official newspaper of the Victory Labor-Management Production Committee, feels highly honored that this drive against absenteeism has been recognized by the outstanding Labor leaders of the country, Philip Murray, president of the Congress of Industrial Organizations, and William Green, president of the American Federation of Labor. On the opposite page each has expressed Labor leaders' feelings toward willful absenteeism.

We all know that those who practice absenteeism during these days when the principles of freedom and democracy are hanging in the balance are guilty of the commission of a grave crime. Each worker should realize that he is solemnly obligated to render service each day.

For starting the drive to reduce absenteeism, Labor deserves great credit. It is proving to Washington its willingness to shoulder its full responsibility,





'Around the table, left to right: John Boardman, Anaconda Company; Charles Black, CIO; John Bird, AFL; John O'Neill and Gene Hogan, Anaconda Company; Dick O'Neil, secretary. In the picture below, Foreman W. R. Russert makes an award to Miner Herbert S. Burgess for his wrench suggestion.



Suggestions come to the Committee through the medium of suggestion boxes placed at various locations. A typical handling of a suggestion is indicated in the procedure followed by Herbert S. Burgess, miner at the Lexington Mine, who contributed an idea for simplifying one of the operations in a mine. Burgess, after figuring out an improvement in a wrench at home, wrote a letter describing the improvement and also a rough diagram of how it looked. He then dropped the suggestion into the suggestion box of his local mine; the suggestion then was passed along to the Suggestion Sub-Committee which, at its regular meeting, brought the suggestion out for action. It was the feeling of the Suggestion Sub-Committee that the Burgess wrench improvement had merit and it was accordingly sent along to the Labor-Management Committee with the recommendation that sample wrenches be made up according to the Burgess recommendations. In recognition of the constructive suggestion which had been made by Burgess, the coveted certificate was given him—in the second picture on this page is a view of the foreman at the mine about to present to Burgess the award which he has earned.

The Suggestion Sub-Committee is one of the most important parts of the whole Labor - Management operation. Both Labor and Management know that the really helpful ideas come from the men on the job—after all, if a fellow is working in a mine or shop, he is more apt to think of ideas to increase his efficiency and make his work easier.

The Suggestion Sub-Committee has made it easy for workers to submit their ideas—it is not at all important whether the idea is well phrased, because experienced men sit on the committee and, since they know all the different phases of mining, are able to grasp an idea quickly. Not all ideas are, of course, acceptable—some simply cannot be used because they are not practical. It is up to the Suggestion Sub-Committee, with its members from CIO and AFL and Management, to decide between those which are the good suggestions and those which cannot be put into effect.

One large manufacturing company in the country has estimated that its production, in the interest of winning the war, has been vastly increased almost entirely as a result of the suggestions which have come from the men in the shops. The Butte Suggestion Sub-Committee we have already explained that it is the first sub-committee formed here) encourages workers to submit their ideas.

## What Have You Got to Suggest?

The Suggestion Sub-Committee was created to invite suggestions from workers in the interest of improving methods and conditions in order to get the war over soon. This is the story of the Suggestion Sub-Committee and how it works.

ONE of the most important functions of the Labor-Management Committees is the handling of suggestions. Many of the helpful ideas adopted at Butte, for example, have been thought of by miners and others actually working on the job.

The Suggestion Committee, which consists of representatives of both Labor and Management, meets regularly to discuss suggestions submitted by employees. These ideas, if they meet with the approval of the Suggestion Committee and the Labor-Management Committee, are put into effect, and the man who is responsible for thinking up the idea will be rewarded with an attractive certificate.





Left to right: John Boardman, Anaconda Company; Denis McCarthy, CIO; Jack Gaffney, AFL; Bill McMahon, Anaconda Company

## They Keep Us Posted

The Poster Sub-Committee is the outlet for vital war information. It not only distributes government material, but it also gives widespread display to the creations of local artists, who contribute their time and talents

**T**HE Poster Sub-Committee is charged with the responsibility for distributing posters, placards, booklets, payroll inserts, etc. Most of this literature originates in Washington departments with the War Department, War Production Board, Office of War Information and other government agencies.

In the past few months the government bureaus, realizing the importance of copper production, have slanted their posters and much of their literature to the need for more copper. When the Poster Sub-Committee was formed, bulletin boards were put up by the Victory Labor-Management Production Committee at the mines and shops and at other

points throughout the city. These bulletin boards are changed regularly. Payroll inserts—usually a cartoon with a war theme drawn by artist John Powers—are issued regularly also. Regarded as one of the most popular bulletins from Washington is the Newsmap which is sent out by the War Department. These maps, together with pictures and text, show the latest theater of war and trace the movements of the troops.

On this sub-committee, as in all branches of the Labor-Management Committee, both Labor and Management are represented. The sub-committee does not hold regular meetings, since the machinery for distributing the literature is all set up. However, in the case of

emergencies or unusual situations arising, the group is brought together. The Victory Labor-Management Production Committee feels that, in order for us all to be properly war-minded, and to keep in there fighting the Axis, we should give proper display to government material.

From time to time local artists lend their hand to carrying the war message more closely home to the workers, and the Committee frequently uses the pages of COPPER COMMANDO, the official Labor-Management Committee newspaper, to get across its message. These messages usually take the form of picture articles with captions and are passed along to the COMMANDO editorial board for proper handling.





A cross-section of the "Meat for Copper Production" Committee. Jerry Harrington, AFL, chairman of the Labor-Management sub-committee on rationing, is seated in the front center; at his right is Gene Hogan, Anaconda Company's sub-committee member, and John Mickelson, CIO member, is at his left. Civic-minded Butte residents, from all walks of community life, compose the rest of the group.

## Meat for Copper Production

Out of the Labor-Management Committee came a mass effort for the community good

SEVERAL months ago, the Butte Miners' Union sensed the meat shortage coming. Through its president, Stan Babcock, it took steps to bring to the attention of Washington the urgent need for feeding copper workers, particularly the miners, adequate amounts of meat. Butte is a meat consuming community; the men who go underground daily work hard, for mining is hard work. Over a period of years, it has been demonstrated that the meat consumption of the average miner is between six and seven pounds a week. Under the restrictions imposed by the Office of Price Administration these allowances were cut to the point where the average miner receives only about a pound a week with allowances made for fats, oils, canned milk, etc.

The Labor-Management Committee also saw the handwriting on the wall, and the Rationing Sub-Committee was

formed, with J. J. Harrington of the AFL as chairman, John Mickelson of the Miners' Union, and Gene Hogan of the Anaconda Company.

The Rationing Committee suggested that the efforts being made to educate Washington to the needs for increased meat allowances for copper workers all be consolidated—as a result the Butte Miners' Union, the Mining Association of Montana and many other civic groups banded together with the Labor-Management Committee to bring the message for more meat for copper production to Washington. In this way the "Meat for Copper Production Committee" was formed and Jerry Harrington was named chairman of the general committee with Carl J. Trauerman, the able secretary of the Mining Association of Montana, and E. G. Leipheimer, the enterprising editor of the Montana Standard, as a Publicity Committee. Stanley Babcock, head of

the Miners' Union, was chosen to head an Advisory Board composed of civic leaders.

The "Meat for Copper Production Committee" grew swiftly and a large-scale postcard campaign, representing community thought, was directed at Washington. A mass meeting, attended by approximately a thousand civic-minded residents of Butte, was held in June at a local theater with theater management, the Stagehands and Operators Union, and many other groups contributing their services without charge. Postcards, written by thousands of people in the community, descended upon Washington and many were quoted in the Congressional Record.

Recently the government sent a number of its officials to Butte to study the meat situation here and to determine a proper remedy. It is too early to report final results, but the entire community effort is a tribute in part to Labor-Management co-operation.





Left to right: Charles Black, CIO; James Cusick, chairman, AFL; Torgas Oaas, Anaconda Company

## They Keep Them Moving

The Transportation Committee has to keep the wheels turning 'round

**I**F a copper worker is going to work, he must have the means to get him to and from his job. The war has put tremendous strains on all forms of transportation. The airplanes are loaded, the railroads are groaning under the burden of record-breaking loads, and local means for transportation, such as buses and private cars, are suffering through restrictions placed on rubber and gasoline. But the copper industry cannot bog down in getting the people to their jobs and on time.

Because of the tremendous strain on transportation facilities the country over, and because the problem in Butte occasionally becomes tough, the Labor-Management Committee in Butte several months ago set up the Transportation Sub-Committee. Here we have this subcommittee, which gathers from time to time at the offices of the COPPER COMMANDO to appraise the transportation situation and to do whatever it can to keep the men in the copper industry moving to and from their jobs. Charlie Black, at the left of the picture above,

serves as chairman of the Labor Section of the Labor-Management Committee and he is also a member of this Transportation Sub-Committee. James Cusick is the man in the center—Jimmy is a member of the Machinists Union of the AFL and has been the machinists representative on the Labor-Management Committee since it started. At the right is Torgas Oaas, the Company's representative on the Transportation Sub-Committee.

Transportation facilities are apt to bog down in winter weather, for obvious reasons which are no fault of the transportation company. However, the problem of getting men to work in the mines and in the shops in our industry is just as vital in the winter as it is in the summer. When the situation became critical last winter and shifts were being lost because of the inability of men to get to their working places, the Transportation Sub-Committee stepped in and held a series of conferences with the officials of the local transportation company. The transportation company obligingly conducted a

survey in which bus loads were studied and as a result changes were made in bus schedules so that more men were able to get to their jobs on time.

The Transportation Sub-Committee represents simply another function of the Labor-Management Committee; the hasty observer might ask just what transportation has to do with copper production, but it is perfectly apparent to anyone who studies the subject that if copper is to be produced men have to be delivered to their working locations without delay.

The Transportation Sub-Committee in recent weeks has not felt it necessary to hold a meeting but, through Chairman Cusick and his co-workers, Messrs. Black and Oaas, they keep their finger always on the pulse of the transportation problem. As reports of breakdowns or delays come to the Labor-Management Committee or the Miners' Union or to the Craft union heads, the complaints are referred to the Transportation Sub-Committee, which immediately goes into action.





This is the Butte Editorial Board discussing an issue

# Copper Commando

The Labor-Management Committee, when it was formed, wanted a medium of expression. The Committee wanted neither a Labor nor a Management medium, but a neutral medium—one that would present the facts as they are without prejudice. **COPPER COMMANDO** is the result. And Labor and Management work together in producing each issue of this newspaper, the first Labor-Management publication in the non-ferrous metals industry.

ONE of the major activities of the Victory Labor-Management Production Committee is **COPPER COMMANDO**. It was established, shortly after the Labor-Management Committee was formed, at the recommendation of the War Department and with the concurrence of the War Production Board, who felt that a publication to heighten war-mindedness, to relate the worker more intimately to the war program, would be of value.

In the past, the Committee discovered, employee publications have been purely Management properties. As such, the Committee felt, the typical "house organ" ran the risk of being a propaganda medium, created to impose Management's viewpoint upon Labor. This approach the Committee sought to avoid, in the belief that a publication which was truly to represent the Labor-Management scene must establish and maintain an equitable balance between Labor and Management. The Committee realized, in launching **COPPER COMMANDO**, that it was pioneering in industrial journalism.

Its members, both from Labor and

from Management, felt that no neutral publication could possibly be edited unless a neutral editor were chosen—someone from the outside utterly divorced from the local picture. He would be charged, the Committee decided, with the responsibility of presenting the war picture properly and fully, of relating the worker to his war job, of expressing in words and pictures the activities of the Labor-Management Committees at Butte, Anaconda and Great Falls. The Labor-Management Committees, therefore, turned to Washington to select a neutral editor. The War Department recommended Robert Newcomb, head of Robert Newcomb, Inc., of New York City, to launch **COPPER COMMANDO**. The Newcomb firm has specialized for over a decade in employee publications. Two months after the publication was launched Marg Sammons joined the Newcomb organization and came to Butte as resident associate editor of **COPPER COMMANDO**. Last month she was elevated to a full editorship, and now she and Newcomb edit **COPPER COMMANDO** jointly.



The policies of COPPER COMMANDO are entirely the product of its editorial board. In establishing the COPPER COMMANDO editorial board, the Miners' Union at Butte, and the Mill and Smeltermen's Unions at Anaconda and Great Falls were asked to pick a representative. Similarly the Crafts unions—the American Federation of Labor men—were asked at each location to select a board member. Management in its turn chose one man at each place.

Labor and Management have equal voting power; in the event of a tie, Newcomb has the sole authority to decide the issue. It is significant to note that no issue has ever been referred to Newcomb for a decision—every problem has been ironed out by the board itself.

In the large picture at the top of page 18, we find the COPPER COMMANDO staff in regular session. This is the Butte board and reading around the clock from left to right are Margaret Hocking, secretary of COPPER COMMANDO; John Bird of the Electricians' Union of the AFL and AFL board member. Next to him, seated is Denis McCarthy, Butte miner and CIO representative on the editorial board. Standing next to him is Lester Bishop, General Production Foreman for the Anaconda Company, who is staff photographer, while seated next to him is John L. Boardman, safety editor of COPPER COMMANDO. Standing at the right is Ed Renouard, assistant general superintendent of mines, who is Management's representative on the Butte editorial board. At the right, seated, is Marg Sammons, and Newcomb is seated in the foreground.

On this page we show you a close-up of one end of the COPPER COMMANDO office; it is not the most tidy joint in editorial history. It is a one-room affair on a street floor, outside of which hangs the sign, "COPPER COMMANDO—Come On In." That is Newcomb at the table cutting out galley proofs. In the picture below we have a close-up of the three members of the Butte editorial board—John Bird of the AFL, Denis McCarthy of the CIO, and Ed Renouard of the Anaconda Company. It is these three men who decide the Butte editorial program; in Anaconda and Great Falls similar groups function, each group fulfilling its responsibility of determining what will be published and what will not be. In the bottom picture we see Margaret Hocking and Marg Sammons.

From its very first issue, COPPER COMMANDO attracted the attention of Washington officials, who sensed that here was a new experiment in corporate journalism. They were impressed with the neutrality of approach; they were impressed even more with the friendly cooperation between Labor and Management representatives. They soon discovered that this was no Management "puff-sheet"—on the contrary it was a publication molded by progressive thinking representatives of both sides.





# COPPER COMMANDO

Official Newspaper of the Victory Labor-Management Production Committees  
at Butte, Anaconda and Great Falls

Editorial Offices:  
112 Hamilton Street  
Butte, Montana  
Phone 4444

Dear Reader:

This is the story, then, of the Victory Labor-Management Production Committee at Butte.

Since credit lines are usually due at the end of an issue like this, we would like to present our credit lines:

First: To the enterprise and broad vision of the man or men who first conceived the idea of the Labor-Management Committee.

Second: To the cooperative spirit which impelled our mining camp in Montana to see the value of cooperation in an all-out effort to aid in winning the war.

Third: To Labor--not only to the foresighted officials of the Butte Miners' Union, of the Crafts, of the Engineers, but also to those members of the rank-and-file who sensed that wars can be lost when Allies fall apart, and that they can always be won if Allies stick together.

Fourth: To an enlightened Management, which has not sought to invade the rights of Labor in the Labor-Management Committee program, but which has sought on the other hand to work together with Labor so that all of us--Labor and Management alike--might benefit.

Fifth: To those hard-working fellows from the CIO and the AFL and from Management who compose our COPPER COMMANDO Editorial Board, for they have helped to make our job pleasant and, we truly hope, productive.

THE EDITORS

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## BOARD OF EDITORS

Robert Newcomb and Marg Sammons, editors; Robert Nesmith, chief photographer; John Boardman, safety editor; Les Bishop, staff photographer.  
For CIO: Denis McCarthy, Butte; Dan Byrne, Anaconda; Jack Clark, Great Falls.  
For AFL: John Bird, Butte; Joe Marick, Anaconda; Herbert Donaldson, Great Falls.  
For Anaconda Copper Mining Company: E. I. Renouard, Jr., Butte; C. A. Lemmon, Anaconda; E. S. Bardwell, Great Falls.