

REMARKS OF HONORABLE JOHN E. FOGARTY, M. C. 2ND DISTRICT, R. I.
AT THE INDUSTRIAL RELATIONS FIELD INSTITUTE DINNER HELD AT THE
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Twenty thousand years after mastering the use of fire, man developed the steam engine. Two hundred years later he built the modern factory. It has taken just twenty years to solve the secret of the atom, and bring forth the atomic age.

Man's technical and scientific advance has been a geometrical progression, but the line of social movement has been, on the contrary, uneven, jerky, mixed. Few social movements have been uniform. In any age or country man's experience is like the life of a forest, where all processes of birth, growth, death and decay are going on at once. Every age shows highly developed societies existing alongside those that are just emerging and others that are passing into oblivion.

Any discussion of industrial relations, especially in this day of exploding Science and Technology, cannot be limited to the conditions existing within the plant or factory. The social and economic forces of the community and the whole world beyond cannot be walled off from the management and the employees within. This is spectacularly true today as our nation faces the greatest challenge of all time and all areas--social, technical, economic, as well as military.

This challenge of Communist competition is in every line of human endeavor. It is not a challenge that will be met with slogans, gimmicks and simple answers. It is a challenge which summons all Americans to reaffirm our purpose in the world community of nations, and to pursue that purpose with vigor. In this regard, this Institute has a very special purpose. It is through your endeavors, through your exchange of ideas, and your understanding and application of the principles of management that the Navy and the defense establishment can meet this challenge.

During the first half of the twentieth century, America developed the greatest industrial age that the world has ever known. Our productive talents were applied to making and selling more products, better, and for less money. We concentrated on delivering these products to the consumer within the limits of his desires. Modern management coupled with modern technology made possible the required level of production with fewer workers, yet produced the highest living standard ever known. That was the first half of this century. One question remains--what about the next half of the century? If we are to believe Mr. Khrushchev, the Soviet Union will surpass the United States within the next ten years. Mr. Khrushchev is quoted as saying that the Communist world does not need war. She can win the peace, he says, by out producing capitalism in scientists, in technology, in producers, and in products.

The United States gladly accepts this challenge--the greatest challenge of our entire history--for we are a free people and are dedicated to that freedom. But unless we understand the tools of modern management we will be as helpless today as were the American Indians who faced our ancestors with bow and arrow.

Our industrial success has been so great during the past fifty years that we have grown complacent. We cannot ride for many years upon what our fathers and our ancestors or predecessors have done. Either we work as a nation to continue this development or we will follow exactly the same path as other nations who have taken it easy and enjoyed the benefits of their success. These are difficult words for an American, but they are true. The decline and fall of the Roman Empire did not happen overnight. When it became evident to everybody in the Roman Empire, it was too late to do anything about it.

I believe that the two basic requirements for leading in any field is first the ability to work--and second the willingness to work. The American people are loaded with ability--but it follows that the area of industrial management can greatly amplify the degree of human willingness.

The age of Science and Technology demands a tremendous increase in the number of trained and educated personnel. The need is increasing in the business world for highly trained administrators. Power-driven machines have reduced the amount of human energy

required. The process of taking dull and laborious work off the backs and minds of men and transferring such tasks to machine does not make the world safe for the unskilled. We must recognize the increased requirements for highly skilled technical and professional personnel, and the corresponding decline in the percentage of unskilled workers in the nation's labor force.

The advent of automation, while still representing a threat to unskilled labor, does not represent the end of the working man. One outstanding example of automation that has unfolded within our lifetime is the dial telephone. It was expected that thousands of telephone operators would be thrown out of work. The Federal census taken in 1950 indicated that the number of telephone operators in this country has increased 79 percent in the previous ten years. However, the job opportunities for highly skilled maintenance personnel, and engineers has increased to an even greater degree.

To provide the training, the motivation, and the willingness to accomplish this transition is the responsibility of management in the Naval Establishment, both civilian and military. The Navy Department has many very unique qualities. Not the least of these is the close relationship between the uniform people and the civilian people in the Navy. It is extremely important that they work closely together. The supervisory personnel are the backbone of the Navy's shore establishment.

The readiness of the fleet is dependent upon how well, how efficiently the jobs of naval construction, overhaul and repair, navy logistics are performed. It is a difficult job--but extremely important. The responsibility of the United States Navy to our security and the security of many other nations depends upon the immediate readiness of our fleet. This area of responsibility is uniquely yours. What happens during the next fifty years to our way of life, to our living standard, and to our position as a world leader may well depend upon how well you apply the tools of modern management within the Naval Establishment.

There are those in the world today that wonder whether our whole Western civilization may be in the process of extinction in the ways of the Aztecs and the Incas. The historian Toynbee writes that our present situation is formidable indeed. A survey of the historical landscape in the light of our existing knowledge shows that up to date, history has repeated itself about twenty times in producing human societies of the species to which our Western Society belongs, and it also shows that with the possible exception of our own, all these representatives of the species of society called civilizations are already dead or moribund.....social suicide. But we are not doomed to make history repeat itself; it is open to us through our own efforts to give history, in our case, some new and unprecedented turn. As human beings we are endowed with this freedom of choice and we cannot shift our responsibility to the shoulders of God or nature. We must shoulder it ourselves. It is up to us.