

**Manifesto
of
the**

**Black
Workers
Congress**

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OBJECTIVES:

1. Workers' control of the means of work and production, transportation services and communication facilities so that the exploitation of labor will cease and no person or corporation will get rich off the labor of another person but all people will work for the collective benefit of humanity.
2. An elimination of all forms of racism and the right of self-determination for African people, Chicanos, Puerto Ricans, Orientals and Indians who live in the United States and Puerto Rico.
3. The elimination of all forms of oppression of women in all phases of society, on the job and in the home.
4. The right of all people to express and develop their cultural heritage throughout the United States.
5. The right of all people to express and develop their cultural and religious views without fear of repression.
6. A halt to the growing repression and increasing fascism of the United States, the militarization of the police, the arming of right-wing forces and the repeal of all repressive legislation that abolishes the right of people to assemble, to speak freely, to have privacy and to publish their political views.
7. The replacement of all class collaborators in the trade union movement with genuine revolutionary leadership which will fight for the international solidarity of all oppressed people, a leadership that will fight all manifestations of racism, capitalism, imperialism and white skin privilege, and who will demand real equality of women in employment.
8. The creation in the labor movement of revolutionary Black caucuses, Chicano and Puerto Rican revolutionary caucuses, Third World labor alliances, independent revolutionary union movements and other forms of revolutionary labor association that will seek to break the strangle-hold of the reactionary labor bureaucrats and the capitalistic class collaborators that help to prevent working-class people from understanding their historic role in controlling the means of production.
9. A twenty-hour work week where all the people of the United States will be employed and have the necessary funds for food, clothing, shelter and the right to improve their standard of living and enjoy the benefits of an industrialized society.

10. Thirty days of paid vacation time each year for all workers including women in the home and the use of all resort areas and the creation of new ones for working-class people and the elimination of special privileges at resort areas for any group of people.

11. An elimination of speed-up, compulsory overtime, unsafe working conditions, inadequate medical facilities on the job, brutality and terror in the mines, factories and industrial plants of the United States and Puerto Rico.

12. That all people in the United States engage in productive work for the benefit of all the people in the world. Parasitic capitalistic vultures must be eliminated and all people who are outside of the work force must have jobs so that there will be no need for prostitution, pimps, dope pushers and addicts, gamblers, hustlers, winos—all creatures of the capitalistic system.

13. An elimination of the trash and violence perpetuated on the mass media and the right of all people to use the radio and television networks to express and develop their cultural forms.

14. An end to the pollution of the atmosphere, forests, trees, rivers and living quarters of all the people by the giant corporations who have no regard for the people and whose owners can fly away to islands in the Caribbean to avoid pollution or jet-set to Latin America and Africa, parts of Asia and other areas.

15. Adequate free public health facilities in all communities: adequate free hospitals, free doctor's care and improved working conditions for nurses and hospital aides.

16. Sufficient free twenty-four-hour day care centers in all communities so that mothers and fathers will be able to engage in other work and activities and the care of children will be socialized and their education will train them to work for humanity and not for their selfish, individual aspirations.

17. Free education from pre-school through all levels of college and university training and control of the educational facilities by the people.

18. Safe, clean, uncrowded housing where there are no rats and roaches, crumbling walls, falling ceilings and garbage piled up from insufficient public garbage disposal.

19. Abolition of the brutal penal system of the United States and the establishment of people's reorientation centers for those who misunderstand the workers' society and commit crimes against the workers' society and commit crimes against the people.

20. The immediate release of all prisoners from the archaic jail system of the United States, many of whom are political prisoners in the traditional sense of the word, but all of whom are there because of the unjust historical development and practices of a capitalistic society.

21. A withdrawal of all United States troops from overseas countries and a total dismantling of the military force of the United States.

22. Elimination and smashing of the Federal Bureau of Investigation, the Central Intelligence Agency, the Counter-Insurgency forces and research activities that have terrorized the population of the United States and the people of the world.

23. A destruction of all the armed, vicious, brutal, militaristic police forces in the United States that kill people at random, terrorize the population and the establishment of a people's militia. There will be no need for an armed police force and military personnel, FBI or CIA, with workers' control of the means of production, transport services and communication facilities.

24. Reparations from the United States government and all white racist institutions in the United States. We further demand that the United States government pay reparations to the people of Africa, Latin America and Asia whom it has exploited for centuries.

25. The withdrawal of all United States investment in South Africa.

26. The immediate ending of the aggressive war in Indo-China.

27. The right of the Palestinian people to their homeland in the Middle East.

28. The ending of neo-colonialism in Africa, Asia, Latin America and the Caribbean.

29. The ending of the trade blockade of Cuba.

30. The admission of the People's Republic of China to the United Nations and the control of Formosa by the Chinese government of the mainland.

31. A rational planning of a world economic system that will eliminate racism, wars, hunger, disease, lack of housing, oppression of women, class antagonisms and big-nation chauvinism.

32. The creation of a genuine revolutionary workers' party in the United States under the leadership of third world workers, men and women, employed and unemployed, who will be guided by the accumulated wisdom of all revolutionary thinkers, and who will work untiringly to implement the objectives of the International Black Workers Congress.

WE URGE:

1. The systematic study of revolutionary theory and the experiences of revolutionary movements and socialist nations so that we might learn from them, but in our learning we must at all times remember that we must apply all theory to the concrete realities of the United States. We live in the most industrialized nation of the world, a country that oppresses the majority of the people of the world. Any revolutionary theory that we cannot apply, cannot adjust to our concrete realities will!

not be of much value, but all revolutionary theory in some form can be modified, extended, applied, interpreted to fit the needs of the revolutionary forces in the United States.

2. Creative discussion in a non-antagonistic manner about the future of the world in which we want to live and the methods to achieve these objectives. People's leisure time should be spent in discussing, reading and working for the new world. *Above all we must try to build the new world in order to learn how to build it.*

3. A systematic attack on all the control mechanisms of United States society. Our efforts will never be successful if we do not engage in practical, day to day struggle against all the controls that the capitalists have erected to maintain their rule. The concept of citizenship in the United States, the educational system, the mass media, the dogma and practices of the Christian church, the welfare system, the courts and the administration of justice, the profit motive system and upward mobility, the love of life and fear of death, the lack of job security, inadequate payment of wages and consumer credit, the practices of the reactionary trade union leadership, the denial of adequate health and medical facilities, dope in our communities, the downgrading and denial of the cultural heritage of third world people, the poverty program and other counter-insurgency forms, the thievery of the land of third world people.

All these and other forms of control must be systematically attacked and the greater the unity in the attack, the greater the results and the quickening of the revolutionary process, for only when there is conflict against the control mechanism of society will there be change and only the movement for change can produce revolutionary ferment and results.

4. The uniting of all third world revolutionary forces. Chicanos, Puerto Ricans, Black people, Indians and Orientals have too long been divided from each other and the exploiters have benefited from our disunity. We have all lived under the yoke of racism and economic exploitation. We have all suffered at the hands of the white imperialist powers and we have seen our native lands devastated, raped and pillaged, our mothers and sisters brutalized, our fathers cringe from the white master's whip lash. The forces that oppress us are our major contradictions. Between us there are antagonisms, but these must be resolved through discussion and we must unite as one mighty force in this racist land called the United States of America and help build a new world, a world without racism, hunger, disease and exploitation in all forms, a world of sisters and brothers.

WE PLEDGE:

1. To keep our revolutionary commitment under all the harsh forms

that repression and mounting fascism will take in the United States.

2. To work untiringly to fulfill our objectives.

3. To help create a world where all people will call each other sisters and brothers out of genuine love of each other.

II

1971 Program Objectives of the International Black Workers Congress

A. *To increase the political consciousness of workers and students.*

Every effort must be made to teach workers and students the meaning of surplus value, dialectical and historical materialism. With a firm understanding of these three concepts, workers and students will have a foundation for interpreting the workings of a capitalistic system. Without this theoretical framework, people will continue to flounder, and the rebellious spirit which exists among workers will not receive the political direction necessary to force that spirit of rebellion into an effective fighting force against racism, capitalism, and imperialism.

All those who begin to learn some of the interrelationships and scientific proofs of these concepts must teach others.

B. *To build more and more cadres for the Congress.*

(1) Workers and students in the Congress must not only teach, but also must urge and direct the teaching of workers on the job. Those who begin to learn the truth of surplus value, dialectical and historical materialism, must engage other people in discussions and study on the job and in the community. Constant discussion among workers and students is necessary and the objectives of the Congress must be discussed in study groups, newspapers, leaflets, and through mass agitation and propaganda.

A conscious recruiting plan must be made to get more workers into organizations that are part of the Congress and the constant political education of these workers must intensify. Meetings in the homes of workers are much better than those at offices; the grueling task of working in production consumes so much energy that workers do not have the physical energy to attend long meetings during the week. They are resting for the next day of deadly work. Whenever possible, hold public political education classes on Saturdays and Sundays, but do not neglect constant political education at the home of workers and on the jobs where workers are socialized.

(2) *Teach with a purpose.* We are trying to build cadres for the Congress and its affiliated organizations in order to implement our political objectives. This means that workers must be organized and recruited. This will never happen if the workers do not have trust in the recruiter. Building trust on sound political grounds is a must for the

Congress organizer and we must translate that trust and our teaching into active recruiting programs. We cannot become sectarian, but must reach out for all workers, especially production workers, those directly engaged in producing surplus value.

C. To constantly expand the base of the organization.

(1) *Build the Black United Front and Third World Alliances.* Black workers must never isolate themselves. It is imperative to work with other organizations but never giving up our principles. We must strive to get them to understand the correctness of our position, but this will not come just through debates. Our words, our practice, our activities, our image in the community will ultimately determine whether people accept the correctness of our political positions. We must work with people in order to change them. We cannot accomplish our objectives living alone in our homes with our families. We must go among the masses and work hard, trying to build political and moral support for the revolution. Only in this way can we implement a mass line and only in this way will we be able to accomplish our objectives.

We must know the history and practices of all groups in the community and work with those who are genuinely interested in the people. In some instances, we must seek to transform organizations. At all times we must constantly seek unity and to further educate people about our objectives and program. We need help to deal with the United States government and its repressive forces.

Third World people are divided. Much of this is due to incorrect leadership and a failure to understand the experiences of those who have made revolutions. The United Front is a good instrument and Third World people will respect this concept, but until recently, those striving for United Fronts did not have the revolutionary objectives that we have.

(2) *Establish a community newspaper that will serve the plant, the factory, and the world situation.* This must be a well written paper, but a paper that is regular in circulation and that addresses itself to the needs of the workers in a particular area, but it must print a great deal of international news and political education material. Building international solidarity requires information about the international picture.

By the end of 1971, the Congress hopes to establish at least twenty newspapers throughout the country speaking directly to the needs of Third World workers. This approach of local newspapers, we believe, is much better than just the distribution of a national newspaper. However, a national paper will be published and will reflect the political line of the Congress.

Those who publish newspapers should strive to involve students in the production and distribution. This is important, for students must

learn to work with workers, and workers have a responsibility to educate students to the political realities and to working-class conditions. Those students who are unwilling to distribute and help prepare the newspapers are not good candidates for the organization. But many students will respond to the calls of the workers. Try. Educate. Try again. But always relate the student workers to the realities of other workers. Encourage them to go to work in the plants and organize and learn what production is all about.

(3) *Organize according to the natural division of the city.* Establish workers' committees in the various wards of a city that will implement programs, politicize, distribute newspapers, and raise funds. We must build a parallel political structure if we are to be successful in our organizing work.

Decentralization of activities and work must be our main thrust in program implementation. Centralized direction flows from the structure of the organization, but decentralized implementation will help us at all times to constantly expand our base and get more and more roots into our communities. The deeper our roots into the community, the harder will it be for the government and the capitalistic bosses to wipe out our organization.

We can never accomplish our objectives until the masses of our people observe and participate in shaping correct political objectives and help to achieve these objectives. Building an infrastructure, or a structure for implementing programs and distributing information, is one of the best ways to begin organizing support bases in a community.

(4) *Establish book stores.* This is a priority which must be accomplished immediately. Ultimately, we should strive to open book stores in various sections of cities, but even if we have to open a book store in the corner of our offices, we should do it. If we are to educate workers, they must buy and read books. We can get books from publishers at a greater discount than from bookstores, if we get a discount at all. Then too, we can earn some money to help support a worker who might need a job, by letting him be responsible for that.

(5) *Establish printing concerns.* This too is a priority, for no revolutionary movement can succeed if it does not have its own printing operation. We must try and devise all types of methods to get printing operations going in our cities. This must be stressed over and over again. A printing operation controlled by workers puts the struggle on a new plane.

Every worker should try to learn the art of printing, composing, and editing a newspaper. Those with these skills must teach others.

(6) *Establish consumer cooperatives, housing projects, gasoline stations, etc.* At a later date we will prepare a more detailed plan for cooperative economic progress, but as a rule we should try to establish

service outlets for workers. Workers must live; all people must live and we all spend money for food, clothing, and shelter. We should try to utilize all the various mechanisms in a city, state, country to build these service units for workers all under a cooperative program. This has been started in some cities, but experiences must be defined, codified, and expanded. It is not just enough to politically educate. We must seek to provide as many services for workers as possible. In all communities we will find third world people who are willing to help us implement our programs for cooperative economic development.

(7) *Establish clinics, schools, and institutions to help raise the reading, writing, and speaking ability of all workers.* The International Black Workers Congress is interested in preparing strong working-class leadership that will grow stronger each year, and until we raise the reading, writing, and speaking ability of workers, we cannot accomplish this objective with efficiency.

Urge all workers to obtain and constantly use a dictionary as they read.

Utilize the services of third world teachers to start remedial and advanced reading schools for workers.

Teach the skill of writing the English language and encourage workers to write for plant and community publications.

Prepare forms and urge workers to answer these questions about any important event in their community or place of work: What happened, who was involved, where did it happen, when did it happen, how did it occur, and the evaluation and significance of the action.

Always encourage workers to speak in public and at meetings, following the rules for basic public speaking.

(a) State clearly basic points you wish to make.

(b) Give supporting statements, illustrations, and comparisons.

(c) Conclude, urging listeners to support your basic points and proposals, while urging them to act against other incorrect proposals.

(8) *Engage in mass fund raising.* Workers must financially support their struggle. Without money we cannot accomplish many of our objectives. Money is the nerve of warfare, and we must remember that we are engaged in warfare. We must constantly stress that workers must pay for the cost of the war we are waging. No revolutionary can work without money and no people will liberate themselves if they are not willing to pay to help with their liberation struggle.

The following suggested ideas must be improved upon and each worker in our organization must understand the political importance of raising money and cannot evade his responsibility to the organization. We cannot tolerate the liberal attitude that raising money is the function of someone else. True, we must have a division of labor and we plan to establish cadres who will specialize in raising money, but

from the very beginning, every worker must clearly understand that he has a responsibility which we will not allow him to forget or to evade—a responsibility to help provide funds, food, housing, and other forms of material support to the workers' revolution. At the point of repetition, we stress again that without money we will not be able to accomplish our objectives and no forms of evading the responsibility to help raise money will be tolerated.

Suggested ideas

(a) A voluntary tax upon each worker in a plant or a work situation. Exact honesty on the part of all cadres and members is absolutely essential and he or she who would steal one penny from the organization is violating trust and must be eliminated from our ranks and punished for his crime against the people.

(b) A voluntary tax upon each household in the community. People will support our efforts if they understand our objectives and see us working to implement those objectives. We are truly the servants of the people. We are a part of the people and we must never remove ourselves from the people, for the masses will not support us financially if they see us violating trust and confidence. Certainly they will never support us financially nor should we expect them to if we become a gang of opportunists who abuse the people, terrorize them, speak harshly to them, ignore their problems and strive to be elitist in our behavior and attitude.

(c) Fund raising parties, dances, paid cultural events, etc.

(d) Solicitations with cans on the streets or places where people gather. Not only should we try to raise money at these points but we must strive at all times to give people a copy of our objectives. Raising money is a political act. The revolutionary forces will grow to be stronger to the extent that they are educating about our objectives, discussing them and joining the ranks of workers who are working for the total society.

(e) Sell posters, bumper stickers, buttons, artifacts, etc. Mass fund raising is possible and the best method by which revolutionary forces can gather resources to help carry out programs. No worker can assume the attitude that he is above selling any item that will help bring revenue to the organization. Elitism in all its forms must be combatted at all times and any person who refuses to sell items for the organization is expressing an elitist attitude.

(f) Establish and organize units of the United Black Appeal and the International Black Appeal. Details on this program are contained in a separate memorandum.

(g) Collect food and gasoline stamps. Many people buy food and gasoline at places where stamps are issued and do not bother with

collecting or redeeming them.

(h) Utilize the welfare system and food stamp programs. While this is not a direct fund raising proposal, some workers might feel too proud to take advantage of existing laws that will help to improve their economic situation. This is a manifestation of liberalism. The money that the government spends is our money and one day we will control the finances of this country, but in striving to accomplish our objectives we must utilize all available methods that will provide us with food, clothing and shelter.

(i) Cooperative buying of food at wholesale houses. This is another indirect method of fund raising. It is absurd for workers to raise money to spend at neighborhood food stores whose prices are often sky high. By organizing effective collective food buying programs and going to the city or farmer's market, we often save money and get better food products. Collectivism must extend to buying and cooking foods.

The above are suggestions for raising money; the following is our fund raising policy which must be adhered to at all times.

FUND RAISING POLICY

Our policy is to accept funds from anyone who wishes to support our objectives and programs and who understands that policy is made by our organization, not by those who give money. We cannot afford to allow anyone to dictate our policies. At the same time we cannot turn down help from anyone, regardless of their skin color. It is the duty of whites in this country to support liberation efforts of blacks, Chicanos, Puerto Ricans, Orientals, and Indians.

We must fight against those reactionary forces in our communities who say that we should not accept money from whites. When you check it out concretely, many of the most anti-white forces in the black community are accepting foundation grants and white church grants for reformist programs, yet these vultures criticize third world people who accept money from whites for political purposes. Not only are they dishonest, but they are retarding the revolutionary process with their criticism of blacks who are studying the science of making a revolution, and one of the principles of making a revolution is to have the financial resources to wage warfare. We stress that our policies are made by our organization but we welcome help from all progressive forces in the United States and around the world. Self-reliance does not negate financial and material support from anyone who wants to help us accomplish our objectives and programs.

(9) *Build the regional and national conferences.* The International Black Workers Congress is planning a two-day international education and planning conference on August 21-22, 1971, in Detroit, Michigan. These dates have been selected because of their historic importance. On

August 21, 1831 Nat Turner led a slave rebellion in the United States and on August 22, 1791 Toussaint L'Ouverture led a Haitian slave rebellion against French planters. We plan to hold many workshops, local and regional planning meetings to culminate in the national conference. We want to build a base for our organization prior to any national meeting and utilize the national conference to further build the base of the organization. Details of this objective are contained in a separate memorandum.

(10) *Prepare for a Third World Labor Strike on August 18, 1972, to end the Indo-China war, the restoration of the Palestinian people to their homeland, the withdrawal of United States investments from South Africa.*

To implement this objective we must begin to educate workers about the Indo-China war, the Palestinian armed struggle and the role of the United States investment in South Africa. Constant propaganda around these issues must be accentuated. Further details for building the strike are contained in a separate memorandum.

(11) *Organize personal and community self-defense units.* Training in the martial arts should increase and other forms of personal and community self-defense techniques.

(12) *Beware of leeches, opportunists, and those who would latch onto our movement for their purposes.* Remember we are trying to lay the foundations for a genuine revolutionary party among third world people. Some people in the traditional white left in this country have historically tried to jump on the bandwagon of black movements and just as often have jumped off when these movements took positions that offended the white leadership of these traditional organizations. Usually these organizations have sent their black members into black organizations and they have often worked very hard, but when directives were given that they should pull out, they pulled out for the most part. There are those people who will say we are anti-communist for this position, but we know this is not true. We must build our own revolutionary movement. We too can read all the revolutionary thinkers and apply their thoughts to our concrete realities. Only when we read and apply for ourselves will we make progress in advancing the cause of world socialism, an explicit definition of the sum total of our objectives.

(13) *Beware of police infiltration.* The recent trials of the Black Panther Party and the revelation that Gene Roberts, a bodyguard of Malcolm X—a man who tried to breathe in Malcolm's mouth and revive him—is a police informer certainly indicates the extent of police infiltration in this country. At the same time we cannot stop motion and organizing because of the increasing number of black people who are turning into police spies. Certainly one of the reasons the pigs

revealed Gene Roberts as a police informer inside the Panthers was to frighten other black people away from getting together and working on programs collectively. If the United States government can frighten black people away from mass collective action, then it will have retarded the revolutionary process. Only through the mass action of third world people will we be able to generate ferment among our people and this mass action does not always have to take the form of demonstrations.

III

Statement of principles that govern our revolutionary study and work

We are issuing this statement as part of our manifesto so that the people will have a further guide by which to judge our behavior. We encourage all the people to critically examine our standards for work and study and to examine other groups and organizations by the standards which guide us.

Why do we study?

1. To equip ourselves with the knowledge of the science and art of making a revolution so that we may *apply* scientific principles and historically proven techniques to the art of making a socialist revolution in the United States. If you want to build a skyscraper, you study the principles of architecture. If you want to be a good farmer, you study agriculture. Hence, if you really want to change conditions and to fulfill the objectives of the International Black Workers Congress, then you must study the science and art of making a revolution.

2. To build revolutionary *strength, initiative and imagination.*

3. To hold firm to a consistent working-class attitude.

4. To fight petty-bourgeois or middle-class tendencies such as individualism, selfishness, greed, ultra-democracy, liberalism, petty bickering, elitism, anti-intellectualism, know-it-all attitude, dislike for detail work, egotism, male chauvinism and reactionary nationalism.

5. To build iron discipline and a firm commitment to a life of struggle for world socialism and the ending of all exploitation.

6. To weed out corrosive elements by observing how people study and implement what they learn.

7. To build a spirit of international solidarity.

8. To train cadres who will further organize the party and revolutionary organizations of the working class, the only class capable of giving correct political direction to revolutionary forces.

Methods of carrying out revolutionary work

1. We believe it is necessary to have stated objectives that will give direction and educate the masses. Stated objectives are the basis for recruiting and waging the ideological struggle.

2. We believe that all revolutionary organizations must practice democratic centralism. This means:

(a) Centralized administration and collective authority.

(b) Decentralized methods of implementation of work that promote initiative, democratic discussion and a *channel to initiate policy resolutions.*

(c) Subordination of minority opinions to majority decisions, lower bodies to higher bodies and the supremacy of the central collective.

(d) Constant criticism and self-criticism, study and practice as the best methods to insure the vigor and vitality of the party of revolutionary theory and practice. We believe that any organization that does not promote criticism and self-criticism will mislead the masses and cause its own decay.

3. We believe that liberalism in all its political manifestations must be combatted consistently, for in the United States the influences of middle class and capitalist ideology are rooted deep in all people, including workers. Liberalism is dangerous to revolutionary organization for it retards growth, causes a diversion of energies, a turning inward on sisters and brothers and a failure to understand that imperialism is the major enemy. (By nature imperialism as capitalistic and racist.)

4. We believe leadership must be carefully selected, for an organization is judged by its leadership and leadership creates a dynamic of its own which must constantly be evaluated by the organization. Therefore we believe that all revolutionary organizations must have leadership that is working-class and revolutionary in outlook. The past history, activities, and commitment of leadership must be expanded and examined before it is selected and the strength and weakness of each person in a leadership must be collectively discussed at all times.

5. We believe that anyone wishing to make a socialist revolution in the United States or who wishes to be known as a genuine revolutionary must struggle to master the science and art of making a revolution and learn how to apply those teachings to the concrete realities of the United States. We do not believe that formulas will work everywhere but that we must study revolutionary theory to learn how to apply it. Theory which we cannot apply is interesting reading but not relevant to our concrete realities. A broad knowledge of revolutionary theory will increase our ability to wage revolutionary warfare in the United States.

6. We believe that we must build the United Front, realizing that all

2. Insist that everyone speak on a certain point.
3. Ask the shy person his or her opinion so that they get used to speaking and contributing in a group.
4. Make specific group assignments and always make sure shy person has a responsibility.
5. Practice group public speaking. This is essential for developing confidence.

Colonial Warfare and Mental Disorder. Read chapter in Fanon's *Wretched of the Earth*.

Many problems that seem political are personal, neurotic problems. Leadership and membership must always be on guard for manifestations of instability. Must strive to protect mental health of group and people within it. Recognize the incorrect attitude in this society about mental illness.

Building iron discipline, trust, and friendship

1. Stated goals and purposes.
2. Necessary to have rules and regulations.
3. Establish priorities.
4. Set reasonable expectations.
5. Combat liberalism, egotism, authoritarianism, male, female, racial and national chauvinism.
6. Always take notes for benefit of yourself and comrades who are not present and future teaching.
7. Keep appointments, be on time, follow instructions in order to learn and to apply.
8. Never assume too much responsibility and never assign too much.
9. Consume energy.
10. Initiate, create, use imagination.
11. Never reveal organization secrets—watch egotism and name dropping.
12. Work very hard, but always rest.
13. Be honest in all things—give credit where it is due.

Division of labor.