

quires. The truth is that German efficiency at its best will be outrun by American efficiency. Fifty industrial companies in the United States are spending from \$25,000 to \$500,000 a year in research. The Mellon Institute, the Massachusetts School of Technology, Harvard, Columbia, Wisconsin and other American universities have an incomparable equipment. Their services to American industry are beyond estimation. If the investment is heavy the returns are commensurate. It is understood that the Canadian Government will establish a National Research Institute under direction of the Canadian Council for Scientific and Industrial Research. There Canadian industries or groups of industries will be able to send their experts for study and experiment in the problems in which they are peculiarly concerned. But it is also necessary to have adequate facilities for training such experts if the industries and the producers of the country are to derive the last advantage from the National Institute. In this industrial Province the Government can afford to contribute generously towards the provision of such additional facilities for Research as are imperatively required. If we are to derive the full advantage from our natural resources we must have complete efficiency in production and manufacture. The question is not peculiarly related to the interests of manufacturers. It is strictly economic, public and national. Moreover there must be concentration upon one or two universities if the Research Facilities are to be equal to the requirement. Dispersion of effort and support over too many institutions would only mean that no one would be adequate and a great national object would be subordinated to sectional considerations.

### **Employers and Employees**

It is vital also if we are to pass safely through the period of reconstruction that good relations should

exist between employers and employees. The social unrest of our day has its most dangerous manifestations in the growth of socialism and anarchism, in estrangement between labor and capital, in the practical class war which is involved in the organization of workmen upon the one hand and the organization of employers upon the other. The separation between employers and employees seems to be a necessary result of modern industrial conditions. The old and ideal relation between the master and his journeyman and apprentice has gone forever. There has come the great factory and the great industrial corporation, great systems of transportation, great financial and corporate combinations. The workman goes in and out of these huge establishments, a stranger to the manager and ignorant, often, of the very names of the boards of directors. The tools with which he works are not his own, the machine he tends, the engine he drives, the ship he directs belongs to a corporation whose stocks are on the Exchange and whose investments too often are their chief concern. Their relationship with labor is impersonal and remote; their interest in dividends personal and direct. Under such conditions the organization of labor is natural and necessary, and occasional misunderstanding and conflict are inevitable. There is no doubt at all that the system of industrial organization which has been developed is advantageous alike to employers, to workmen and to the great body of consumers. It is not true in Canada, in America or in Great Britain that the poor grow poorer or that any general condition of wage slavery prevails. In the noble speech which Lord Rosebery delivered at the unveiling of a statue to Queen Victoria at Leith, he said:—"It is well to make an Empire; it is well to see a nation reap the fruits of its industry and intelligence. But the test of a reign must be the condition of the nation