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Extract of a letter from President Eliot to

J. D. Greene, June 29, 1914

"Mackenzie King shows himself a brave and wise man in accepting the work you have proposed to him. He proves himself also a genuine reformer and lover of mankind. The cause in which he now enlists is one of universal interest, and of supreme difficulty. To stop the industrial warfare owners will have to do all kinds of welfare work, and perform for their employees all the functions which the Unions now perform, in the way of sick-benefits, death-benefits, and insurance, and perform them very much better; go into all the good-housing and "garden city" plans which have proved to be meritorious and enduring; and put into execution the principles of profit-sharing and co-operative management in a great variety of ways. Moreover, owners - corporate or personal - will have to provide apprentice schools, such as the General Electric Company is now providing, and rising wage-scales, based at first on increasing skill and serviceableness, and later on length of service. The child-labor and women's-labor part of the reform looks difficult; but, so far as the women are concerned, nature and preventive medicine seem to be indicating the proper policy, namely, only a short period of service in factories - say three years - followed by early marriage, facilitated by the wages earned in the three years. Philip Spalding, now head of the New England Telephone Company, told me the other day that telephone girls were not serving now more than three years on the average, and were leaving to be married.

"Probably it will be for King to say when public announcement can be made of his new undertaking. I believe that it would be very much for the interest of the Rockefeller Group to have announcement made as soon as

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