

## The Local Board — Its Functions and Influence

---

nection with some transaction. Attempts to adjust differences may be of no avail, or if the compromise is effected, his subsequent feelings may not be too cordial towards the Company. The Company is fully alive to the bad effect of unadjusted or half adjusted grievances. They have always been more than willing to make any settlement for which there appeared to be some reasonable basis.

The Company, however, cannot make settlements with the one object of pleasing the customer and keeping his good-will. The Company believes in giving every customer the squarest of square deals, but must in turn receive the same from the farmer. The latter, however, is handicapped in many cases by not knowing all the circumstances surrounding a case, and it is not always easy to make a statement or explanation by letter that would be satisfactory to him. Long years of abuse have made him not altogether trustful. He has a long and persistent memory and although the Company may be quite innocent and may have acted in perfectly good faith, the thing rankles. He gets over it slowly, sometimes infects his neighbors, and the Company's standing is not improved, while the service to the farmer is impaired. The Management is willing, is in fact anxious, that the **Local Board shall investigate all the particulars surrounding the complaint, and after the Board has had the opportunity of hearing both sides would appreciate the Board's advice on the merits of the whole question.** The services of the Board in settling disputes are recog-