

Mr. Farmer---

We Believe You To Be Fair

We Know You Realize That There Are Two Sides To Every Story
and That a Fair, Square Hearing is Every Man's Right

So, we, the Canadian Manufacturers' Association, ask you to read our views (published at our own expense) on the subject of Tariff and Co-operation as presented in an address by Mr. S. R. Parsons, Retiring President of the Canadian Manufacturers' Association in Convention before this body, at Montreal, June 15th, 1918

"Speaking broadly, Canada must choose between the tariff with manufacturers on the one hand, or free trade without manufacturers on the other; the issue cannot be dodged and should not be clouded."

"The Tariff is not simply a matter of give and take between manufacturers and farmers. What about labor? What about railway companies, the merchants, the financial institutions, the people at-large? The Tariff affects everybody."

THERE are two subjects of sufficient importance to claim our particular consideration this year and upon which we should focus our attention. I have, therefore, concluded to disregard all precedent, which, if followed, would constrain me to deal in a somewhat discursive manner with many matters of interest to our Association and the country at large.

The first question has to do with the relationship between employers and employees, and the second the problems of the tariff, particularly as affecting manufacturers and agriculturists. In discussing these topics, I am sure you will agree with me in saying that we should lay aside any ingrained prejudices or conclusions which would prevent us from reaching decisions that are unselfish, broad-minded, and national in scope. As men holding a high and important place in the nation's affairs, we should feel that unless we approximate in spirit many of our members, as well as hundreds of thousands of others who have without reserve given themselves freely to the service of the country in defence of the

things that we all hold dear, we are disqualified for dealing with important interests which have to do more particularly with the nation's life at home. From an intimate knowledge and association with the manufacturers of this far and wide, I know that as a body they are characterized by the highest ideals of citizenship and service.

"Capital and Labor."

First, then, let us consider the question which is usually dealt with under the heading of "Capital and Labor." We have been learning many things during the past four years and while all sorts of doctrines, theories, and even fads are being put before us which are more or less impracticable in character, yet it would be a great pity if the fine idealism which is being preached could not be turned to useful account as far as possible. The thing which we call democracy is revealed more in spirit than in organization or regulations. If democracy is going to be anything more than a label on an empty bottle, it must characterize our human relationships and actions. We have, perhaps unconsciously, ignored to some extent the human element in giving effect to the relationship

existing between employer and employee. In the old days when in small shops the so-called "master" worked with his men, often at the same bench, and each called the other by name, there was continuous friendly intercourse which resulted in producing good relations throughout. Afterwards, with the introduction of machinery, there was brought about an industrial revolution. Instead of the small shop with few workers, there was the great factory, with many hands, so that it soon came to pass that employer and employee did not often meet or even know each other.

The result in many cases has been that the workers came to look upon themselves as part of the machinery of the organization to be used solely in the interests of the producing capacity of the business. It was quite natural, therefore, to expect that disagreements would arise between the two chief interests involved that have led here and there to occurrences of which neither side could possibly be proud. We have now come to see that just as the human body cannot do its best work unless the integral parts are acting together, so that in the case of our great industrial system, there must be a living spirit of working together in order to complete service. We have had, perhaps, more or less of the external form and have boasted too much about the body of democracy when having little of the soul. Looking around us, and especially in Old World countries, though not unknown even in Canada, there are armed camps of Capital and Labor. I have no hesitation in saying that these should find some method of union. These two classes must stand together in their own interests. There must be a meeting ground where antagonism and suspicion shall not dwell. The

situation at present is aptly described by the quotation:

"In the world of industry, employers explain too little, employees exclaim too much, economic teachers proclaim only a bias, and politicians only declaim. There is no one to interpret—no, not one."

Better Relationships.

Now, the question is as to how to bring about a better relationship. No one will question the advisability of trying to regain an attitude akin to that which prevailed in the seventeenth century, when there was a glory and a pride in trade and craft, which has been largely lost out of our industrial life. What a day it would be if we could make a song of our work instead of a dirge of our grievances! Capital, on the one hand, must realize the duty of caring for the welfare of all those associated in industry, and Labor must be ready to co-operate to the fullest possible extent in a spirit of helpfulness. My own opinion is that each individual industry will work out its own plans applicable particularly to the special conditions governing the concern. Many schemes, some of them quite elaborate, have been brought forward in Great Britain, providing for a more effective co-operation between employers and employees. In the United States some plans of co-operation have already been put into effect and others are being considered. Everywhere there is the feeling that the time has come when most earnest consideration should be given to this important matter. Nearly all the plans which have been put forward carry with them the idea of representation in our great manufacturing enterprises from both Capital and Labor. In some industries a committee of ten or twelve is appointed, half of whom represent the company and the other half the employees. These representatives are charged with the duty of dealing with matters, such as