

However, before I go into just what I want to offer all the members assembled
External Affairs
Supplementary Paper

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Text of the Address of the President prepared for see on 1st of May

for delivery by His Royal Highness The Duke of Edinburgh at

the official opening of the Second Commonwealth Study Conference
on May 14, 1962. The speech was given in the Auditorium of the
University of Montreal before the 300 Members of the Conference
from 35 countries and territories, as well as members of the
sponsoring Conference Council.

At one time in the theatre it was customary to have a

prologue spoken by one of the actors. In some cases it was intended
to help the audience to understand what was to follow; in other cases
it was hoped to soften them up by its wit.

As far as this production is concerned this is the prologue
and as I am hoping that you do not need any softening up it is simply
my purpose to try and establish in your minds the general principles
underlying this meeting and the process of thought which led to the
programme in which you are going to take part.

outline

Do not get the idea that this is an early suggestion. After all, the

French and the English have been discussing good times, good neighbourly
and good manners since the dawn of history. So first this achievement is
spoken, Canadian industry and commerce and their

However, before I go into that I want to offer all the members assembled here a very warm welcome on behalf of the Council and Staff of the Conference. I might add that the welcome is warmed by a marked sense of relief in us all. We always hoped we could get people to come to the Conference, but it's a great relief to see you all sitting here.

Next I want to say a word of appreciation to the many people and organisations who have made this Conference possible. We are most obliged to the Mayor and Civic Authorities of the City of Montreal for their hospitality and for allowing us to start this Conference in their city. I must confess I had certain doubts about starting here. Montreal has such a reputation for hospitality and good living that I was a bit worried whether we could retain your attention in the face of such formidable competition.

In every other respect it is an ideal place to begin our discussions. It is one of Canada's major industrial centres, a flourishing commercial city, and the hub of a complex transportation system. It is also a most eloquent example of the way people of two races, two languages and two religions can combine and cooperate to their mutual benefit in every activity of life. Montreal and the whole Province of Quebec are predominantly French-speaking with their own customs and traditions, but in all Canada, whatever language is spoken, Canadian industry and commerce have become national in character and outlook.

Do not get the idea that this is an easy achievement. After all, the French and the English have been alternately good friends, good neighbours and good enemies since the dawn of history. So that this achievement represents

the measure of success in the constant battle to overcome the very considerable
stresses which are bound to exist in such a situation. Canada's example of
fairness and restraint in these matters is worth studying closely.

Then of course Montreal is a distinguished University city, and I
want to thank the authorities of the University of Montreal and of McGill for
all the trouble they have taken in preparing for this invasion and for the
arrangements they have made for your comfort.

Needless to say there will always be a difference between University
hostels and Montreal hotels, even though the residences you are to use are
brand new, but may I remind you that this is supposed to be a study conference
and therefore the academic atmosphere should be more appropriate for the
sort of studies in which we hope you will indulge.

When the Conference leaves Montreal, members will be visiting many
other parts of Canada and staying with many different people. The Conference
Council is deeply indebted to all of them for their cooperation, and I hope
very much that they too will have gained something from taking part in this
venture and from meeting, entertaining and talking with Conference members.

And now to return to the prologue. To begin with, I think it will make
it easier for you to gather what we are aiming at if I give you a brief outline
of the origins of the first Conference of this kind held in Oxford in 1956.

The idea had its beginnings when I was asked to take an interest in
a proposed Commonwealth Conference to be organised by the Industrial Welfare
Society way back in about 1953. It so happened that The Queen and I had just
returned from a fairly long Commonwealth Tour, principally in Australia

and New Zealand, during which we had seen a good many industrial communities and developments. Then in 1954 I went to Vancouver for the Commonwealth and Empire Games and on the way there and back I managed to visit quite a wide variety of communities in Canada. I had already seen a fair amount of the bigger centres in Canada during a tour with The Queen in 1951.

As a result I had amassed a wide, though obviously very superficial, acquaintance with industrial developments in various parts of the Commonwealth. Two things struck me in particular. In the first place, while the purely industrial side of the developments, such as design, layout and equipment of the factory or the mines was done using all the latest techniques, the provision for the community which was going to operate the industry varied very greatly. In some cases a lot of thought had been given to the planning of the community, in others it was rather obviously only a secondary consideration. It was also apparent that most of the people who were responsible for these developments had immense technical experience, but not much to go on when it came to community development, which is a very difficult problem indeed.

It occurred to me that while it was obviously not possible to lay down the law about how communities should be developed, at least there was plenty of evidence in most countries how it should not be done. Britain, in particular, as the oldest industrialised country, has the results of a good many mistakes to show.

The second thing that struck me was that the tempo of industrialisation in the Commonwealth was increasing very rapidly and that the people of countries which had been predominantly agricultural would quite soon be going

through the pangs of readjustment which industrialisation makes necessary. Movement and concentration of labour, increased office work and commuting, demands for new skills both in technology and in management, a different kind of family life, and so on.

I am no expert in these matters, but it seemed to me that if these thoughts came to me during these journeys it might be a good idea to expose people with experience in industry and with prospects of authority to the same kind of treatment, in order to give them a chance to take a broad view of their responsibilities during the process of industrialisation or during the further development of existing industrial communities.

These, very briefly, were the thoughts behind the first Conference which was held at Oxford in England in 1956.

On that occasion we used examples and experience in the British Isles to demonstrate to the members in practical terms the many problems which are created by the development of industries. This time the idea is to use Canadian examples for the same purpose, and Canada has much to offer. There are old, well-established industrial and commercial centres like Montreal and Toronto; there are old, single-industry towns, some coping with problems of expansion and diversification, and some with contraction. There are new towns built to serve mining operations in the far north like Schefferville, or to serve an industrial process like the smelting of aluminum at Arvida and Kitimat.

There are towns where the mines are worked out and only the old people hang on, and new towns where there are no old people at all. Other communities are centres of great agricultural areas and one which you are

to visit even makes a specialty of providing for honeymoons.

That the Oxford Conference with its study tours and discussions of practical human problems made a considerable impact on its members is certain. In Britain the members have split up into local groups to continue this idea of study and discussion, and these groups have invited others interested to join them. Quite recently some of these groups produced studies on redundancy and on work and leisure which made a very considerable impact in many quarters.

In India the Conference members inspired the present organisation of the Textile Industry's annual conference at Ahmedabad which gets down to practical study and discussion of subjects common to the whole industry. I could quote many more examples, but I think the most impressive is that this second Conference here in Canada is in fact due to the enthusiasm and insistence of the Canadian members of the 1956 Conference.

It was they who persuaded me that it could and ought to be done here, and it was they who did most to convince the members of the Conference Council to back the idea. Mind you, a little gentle pressure was also brought to bear in other ways. Mr. Vincent Massey, as Governor-General, was a powerful and hard-working ally and naturally worked himself into the job of Chairman of the Council as soon as he retired from his other job. I think he thought he was going to have a rest. Instead he gave this Conference the benefit of his wise and active leadership without a word of complaint.

Some of the Council members may remember a meeting held in the Royal yacht some years ago. I'm prepared to admit now that this was a little unfair, but it worked, and whatever they thought then, I'm sure they don't

regret it now. Their unstinted support and encouragement from the very beginning is the main reason why we are all here today.

I may say that when I set out to persuade British industry to accept the idea of the first Conference I had very considerable qualms. After all, it was something entirely new and rather outside the scope of most people's experience. This time I felt a good deal more confident which explains, I hope, some of my methods of persuasion.

I felt more confident for three very good reasons. In the first place the Oxford Conference went off very much better than we had dared to hope. The methods we used -- that is the study groups and study tours -- proved to be workable and an excellent way to stimulate discussion. Secondly, in the years since 1956 I have done several more long journeys and come across many of the Oxford members. I gathered from each one I met that the experience of the Conference continued to be of real value to them in their work. Incidentally it may interest you to know that shortly after the Conference we published a little booklet called "Who's Where", giving the names and current occupations of all the members. This booklet has been brought up to date every year since at the insistence of the members.

The third reason for my confidence was that since 1955 I have seen a very great many more industrial developments in the Commonwealth, particularly in India, Pakistan, Singapore, Hong Kong, in the Pacific, and parts of Africa. The more I see the more convinced I am that people engaged in industry can learn a great deal from each other, not just in the narrow technical sense, but in the broad conception of industrial communities. During my recent visit to South America I couldn't help thinking how much they would

get out of conferences such as this.

It may not be essential for all people to have a clear idea of what we are aiming at in this modern world, but I believe that unless those people with general responsibility for millions of others have some glimmering of a notion, we shall merely blunder about and persist in making the same mistakes generation after generation.

One might easily be led to believe that industrialisation, or the rapid development of science and technology, is the goal for which we are all striving.

It is true that industrialisation and technology are bound up with the material well-being of mankind, but they are only one factor in the life of the individual and his wife and family. Schools for his children, the various means for his enjoyment and recreation, his participation in the various forms of central and local Government, as well as the impact they make on him, are all factors which are just as important to him as a citizen. All these things together exist so that ordinary individual people can earn an honest living and enjoy a happy, individual and satisfying life without either being a burden on the community or achieving it at the serious expense of other people.

This, to my way of thinking, is the crux of the matter and it is so that you can form your own ideas and opinions about these things that the Council has organised this Conference.

Needless to say the people chiefly responsible for the detailed organisation were the Steering Committee and its sub-committees, aided and supported by the Conference staff headed by Mr. Gordon Hawkins. Although there was the experience of the 1956 Conference to go on, the size, conditions

and general set-up are so different in Canada that it meant planning and organising every part of this Conference from scratch. In three weeks' time we shall know for certain how well they did their jobs.

The only things which are broadly the same as for the first Conference are the general basis of the programme and the selection of Conference members.

The programme falls into three phases. First a period of orientation, so that all members can start with the same general outline of the Conference theme. Phase two is a period of study discussion and comparison so that members can see and find out for themselves the practical problems of the changing industrial environment. Phase three will be devoted to setting down and reporting observations and impressions. Please note that you are not expected to reach any particular conclusions. These can come later when you get home and begin to relate what you have learned to the particular circumstances of your own countries.

Don't forget that while the purely material and mechanical aids to living -- like electricity or railways -- are alike in all countries, human behaviour and the expression of personality varies with national characteristics.

In the same way the general arrangements of factories, workshops and mines are similar the world over, but the human attitudes to different kinds of work depends on local ideas and feelings.

Agriculture, the moment it ceases to be for subsistence, becomes an industrial operation. Machinery moves in for irrigation, draining and cultivation, science moves in with animal genetics and plant breeding, trace elements and artificial fertilizers. All these things are common throughout

the world, but the process of industrialisation of agriculture and the organisation of large scale farming depends upon many local factors and traditions and upon the individual characteristics and the social structure of the people concerned.

This means that those of you visiting Canada should use the Canadian experience as a guide and not necessarily as a direct example.

Of course there are certain basic rules about human behaviour which are universal. For instance, the same problem looked at from the board room and the shop floor is bound to appear entirely different. The people concerned are basically not all that different, but people react according to the position they are in. A man's job colours his way of life and his way of thinking. I remember a typical example. After six years mostly at sea in the Navy during the War I spent a short time in the Admiralty. At once I fell into the general habit of looking at everything from the Admiralty point of view. The people at sea were obstinate and slow to see the value of the Admiralty's ideas and so on. Some time later I went back to sea again and immediately found myself cursing the Admiralty profoundly for failing to understand the problems of people at sea.

Everybody knows how potent jealousy and envy can be and yet how seldom are matters deliberately arranged so that these destructive emotions are avoided? It's no good saying people shouldn't be so small-minded. These emotions exist and allowances must be made for them.

Perhaps the most universal characteristic is so-called "face". It is difficult to define, but if loss of "face" is involved people simply will not climb

down even over trivial matters and even if they know they are wrong. I'm not going to suggest how to get around this problem of face, but I'm fairly certain that once you know it is likely to crop up it is well worth-while trying to find a way to prevent it. It may sound petty, but to the man who feels he is about to lose face it is something of mystical importance.

You may think that I am getting a bit off-beam but remember that the human consequences of the changing industrial environment are brought about just as often by a misunderstanding of human nature as they are by technological developments. Change in itself is inevitable. What matters is the emotional reaction to change by individuals affected by it.

This Conference brings together people from widely different industrial, agricultural and cultural backgrounds. One of the great problems of the world today is the obvious extremes of wealth and poverty between nations. This is known and recognised to be undesirable, but there is no quick and easy way of closing the gap. However, it seems to me that as members of the Commonwealth we are in a much better position to work at this problem.

Inter-Commonwealth cooperation and assistance cannot be construed as economic imperialism or prompted by political motives, in fact it goes a long way to overcome xenophobia and the restrictions of nationalism. Here we have an organisation which makes it humanly possible to work directly at common economic problems and I believe that we should use the opportunity, indeed it would be inexcusable negligence to pass up a chance like this. I'm not suggesting that this Conference should do anything about this problem, but

Conference is designed to help you to help your members of business to help the Commonwealth.

I would like to suggest that this is an excellent opportunity to discuss it with so that when you get home you can work out your own best personal contribution to it and the steps you can take to encourage others to do something about it.

Another point of similarity to the 1956 Conference is the selection of members, and at the risk of giving some of you rather flattering notions of your importance, I think I had better explain how you came to be invited. We decided to try and get together a group of relatively young people with a certain amount of experience who might reasonably be expected to have increasing responsibility in the future. That is the brief we gave to the Selection Committees in each country and all I can say is that those committees and panels did a first class job for the 1956 Conference, and looking around I would say that they have done another excellent job this time. The members of the Selection Committees are dotted all over the Commonwealth, but I would like them to know what an important contribution they have made to the success of the Conference.

You have been invited because we believe that you are still sufficiently open-minded and uncommitted to be able to make use of the experience of this Conference. My impression is that all men in top executive positions find it very difficult to escape from the pressure of events in order to study, reflect and discuss broad issues. This means that their actions and decisions are governed by the fund of study and experience which they have managed to accumulate before they begin to live under the pressure of responsibility. This Conference is designed to augment and broaden your fund of study and experience.

The success of this Conference, therefore, will be measured by the effect it has upon the subsequent decisions of each member. It will be a success if your experience here helps any one of you to make a wiser guess in matters which affect the lives of people involved in industry. Even the mere fact that you have become more aware of the influence of industry upon human communities is enough to affect all your future practice -- I hope, for the better.

The membership covers a very wide range of experience in every kind and branch of industry from every part of the Commonwealth and each study group is made up of the widest experience in the smallest number. The idea of this is so that discussion can take place in a free and informal way in which each individual can make his own contribution. This is of course not possible when all three hundred members are together.

At the first Conference the general theme was the human problems of industrial communities. This second Conference has a slightly different emphasis in that we shall be studying the human consequences of the changing industrial environment, but basically the main point is the same. Forget, for the time being, the techniques of industry and concentrate upon the people, their families and communities who service the whole industrial machine.

Forget about competition and research, wage negotiation and promotion prospects, piece rates and work study. Instead, spend the time discussing education for industry, technical training and the youngster in his first job. Think also about the family with both parents working and their relationship to the community in which they live. Talk about the immigrant worker,

seasonal employment, the older worker, dying industries and worked-out mines, redundancy and retirement.

Finally, spend some time on the general relationship between industry as a whole, where people work and earn their living on the one hand, and on the other hand think about the community where they have their homes and where the rights, privileges and responsibilities of citizens fall upon them.

It is quite impossible to define the exact division of responsibility between the activities of management and unions in the interests of their people in industry, and the activities of the civic and Government authorities in the interests of their citizens. Countries and even localities differ very greatly in this, but I believe it is most important for both sides -- that is the people in authority in Government and industry -- to cooperate in the interests of the individual.

A single example will show what I mean. Communities need recreation facilities such as playing fields and swimming pools. Some of these are provided for all the citizens by the civic authorities, but many companies provide recreation facilities also, exclusively for their own work people. This is obviously very thoughtful of the companies and much appreciated by the work people, but does it benefit the community as a whole? Is recreation in fact an industrial responsibility, or should industry help the civic authorities to provide these facilities for the citizens?

Other areas of overlap exist in technical education and training, development or redevelopment of urban and industrial sites, river and air pollution, transport facilities, and so on.

There is no difficulty in finding and stating these problems. The real

dilemma is how to devise and construct a system which is permanently concerned with future development and with the power to execute constructive plans. Even so it is obviously impossible to correct past mistakes overnight, but it is possible to prevent the worst of the well-known problems from arising over and over again in the future.

Some of these are new problems, some of them have been experienced already in some countries, but they are all due to the growth of industrial communities and the changing industrial environment.

One of the most interesting and important consequences of industrialisation

is the immediate growth of the old communities affected by it and the building of new ones.

A very serious responsibility rests upon people who plan these developments. The zoning and layout of a community has a profound social impact. There are all sorts of consequences to the allocation of housing by age group or by income group and even by employment. The way a community

is managed also plays a most important part. People with experience of new towns, company towns, artificial capital cities and cities with a strong sense of civic pride, will understand what I mean.

In all these things there is no clear division of responsibility. It depends upon those individuals who have to make decisions knowing what it is they ought to be aiming for.

On the other hand you can't put the responsibility for industrial change on any one person or group of people. Gold rushes and rubber booms, discoveries and inventions, economic slumps and shifts in world trade, are not

concerning with future development which is the result of human planning.

The result of human planning, they are part of the process of life on this earth. The important thing, to my mind, is to recognise those factors in the changing environment which cause human misery and to plan them out of future

developments as much as possible. If at the same time you succeed in planning in those features which make for human contentment, so much the better. A prosperous country, a successful business, or a happy community are valuable in themselves, but ultimately all of them have got to be judged by their effect upon the lives of individual people.

That, then, is your theme and I hope you will spend a profitable three weeks in Canada just finding out about people. Clear your minds of prejudice and pre-conceived ideas and look around with all your critical faculties tuned to concert pitch. Don't take anything for granted and approach everything in a spirit of broad-minded enquiry, and I know that you will find that you have opened a new volume of experience.

That ends my part in the prologue of this production and now the stage is set, the curtain has gone up and it only remains for me to wish you, the cast, a very happy and successful three-week run.

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