START

W. L. Mackenzie King Papers

Volume 39

PUBLIC ARCHIVES PUBLIQUES
CANADA

CANADA

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PUBLIC ARCHIVES

OF

CANADA

OTTAWA, 2, ONTARIO.

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Continued from Roll 31

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C-4139

Roll 32

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CANADA

34735

102(13)

The Roxborough,
Ottawa, April 2, 1918.

Lieutenant-Colonel the Honourable H. G. Henderson,
Military Secretary to His Excellency the Governor General of Canada,
Government House,
Ottawa.

My dear Colonel Henderson:

Allow me to thank you for your letter of the 30th ultimo, just received.

I deeply appreciate the kindness of His Excellency in inviting Mr. Rockefeller, Jr. and myself to luncheon at Government House on Sunday, the 14th of April, at 1.30 p.m. I know that Mr. Rockefeller will much appreciate the honour of being invited to meet His Excellency at luncheon, and therefore, without waiting to communicate with him, I think I may at once accept the invitation on his behalf as well as my own.

May I at the same time extend to you my personal thanks for your kindness in speaking with His Excellency of Mr. Rockefeller's intended visit.

Yours very truly,

W. L. MACKENZIE KING

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34736

Form 1204

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT

113 MASS. AVENUE BOSTON PHONE MAIN 6820 LINE 106

T73FY FAF 36 CNT QNS

MDNEWYORK NY MAY 2 1157AM

W L MACKENZIE KING

SV 73 HARVARD CLUB COMM AVE BOSTON

FOLLOWING MESSAGE JUST RECD FROM WHEELWRIGHT QUOTE " NOTHING HAS DEVELOPED THAT WOULD INDICATE NECESSITY OF MR KING REMAINING OVER FOR BALANCE OF THIS WEEK IF ANY CHANGE OCCURS DURING THE DAY WILL ADVISE AGAIN # QUOTE

CHARLES O HEYDT

1255PM

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34737

Form 1204

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

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WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

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RECEIVED AT 113 MASS. AVENUE BOSTON PHONE MAIN 6820 LINE 106

T83FY FAF101

MD NEWYORK NY 1237PM MAY 2 1918

W L MACKENZIE KING SV 84

HARVARD CLUB 384 COMM AVE BOSTON MASS

TELEGRAM FROM WHEELWRIGHT QUOTE WOULD LIKE TO HAVE MR KING MEET ME AT MY HOUSE IN BALTIMORE TONIGHT TO DISCUSS BERTAIN GHANGES WHICH MAY BE SUGGESTED TO ME AT MEETING TO BE HELD AT 1030 TOMORROW MORNING IN WASHN AND QUOTE WHEELWRIGHT WILL REACH BALTO AT 730 TONIGHT AND WOULD BE GLAD TO SEE YOU AS SOON AS POSSIBLE THEREAFTER HAVE EXPLAINED THAT IT IS IMPOSSIBLE FOR YOU TO SEE HIME BEFORE BREAKFAST TOMORROW

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34738 Form 1204

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT 113 MASS. AVENUE BOSTON PHONE 6820 LINE 108

T 83FY FAF 101

SHEET 2

MORNING PLEASE TELEPHONE ME AT CIRCLE 25 THIS AFTERNOON

IF WE CAN ASSIST IN MAKING ARRANGEMENTS OR SECURING ACCOMODATIONS

FOR YOU

CHARLES O HEYDT

136PM

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12½

102(13)34739

May 2. 1918

Dear Mr. King:

Mr. Rockefeller was called to the telephone about 4.50 this afternoon with the statement that you were at the 'phone. When he reached the telephone you had evidently cut off, probably because, as we assume, you were trying to make the 5.00 p.m. train out of Boston. If that is the case you will arrive too late to be able to call Mr. Rockefeller on the telephone at his house.

The matter about which he wanted to talkwith you is this: Mr. Frank P. Walsh called up from Washington today and said that he had learned that Mr. Rockefeller was to be in Washington and that he wanted to see him. When I told him Mr. Rockefeller had abandoned his trip South Mr. Walsh ~~asked~~ asked if he would come down to Washington tomorrow. I again explained that Mr. Rockefeller was ill and under the doctor's care and could not come. Mr. Walsh then asked if he could see Mr. Rockefeller in New York tomorrow, to which I replied that I was expecting to see Mr. Rockefeller in the late afternoon and would advise him. Mr. Rockefeller then directed me to make the following reply by telegraph to Mr. Walsh:

> "Have delivered your message to Mr. Rockefeller, who is confined to his house with a severe attack of laryngitis and bronchitis. His doctor insists on his being absolutely quiet for several days at least. Mr. Rockefeller will be glad to see you as soon as he is able and will so advise you. If time is an element and you so desire he will arrange with his associate, Mr. Murphy,to see you tomorrow at his office."

After your talk with Mr. Wheelwright tomorrow will you kindly call Mr.

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Rockefeller on the telephone, Circle 25, not only to give him any news in connection with the matter which Mr. Wheelwright may bring up, but also to discuss this inquiry of Mr. Walsh.

Very truly,

Charles D. Heydt

Mr. W. L. Mackenzie King,
Harvard Club, New York.

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34741

Form 2258 T.B.C.

WESTERN UNION

~~NIGHT LETTER~~

NEWCOMB CARLTON, PRESIDENT

GEORGE W. E. ATKINS, VICE-PRESIDENT — BELVIDERE BROOKS, VICE-PRESIDENT

RECEIVER'S No.	TIME FILED	CHECK

SEND ~~the following Night Letter~~ Telegram ~~subject to the terms~~

191

To Day Message.

May 4, 1918

Charles O. Heydt
26 Broadway.
New York.

Waited over last night at Mr. Wheelwright's request. Hope return New York tonight.

W. L. Mackenzie King.

SENDER'S ADDRESS FOR ANSWER

SENDER'S TELEPHONE NUMBER

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34742

The Belvedere Hotel,
Baltimore, Sunday, May 5, 1918.

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

Could you send me by special delivery tomorrow, Monday, morning, an additional advance of, say, $200.00. This amount may not be necessary, but as our movements are uncertain, it is perhaps just as well to be provided against contingencies. I think I explained to you that it was impossible for me to get any American money, beyond $100.00, in Canada before leaving, so I am necessarily obliged to call on the office for these advances.

I suggest special delivery as, if possible, I shall leave here tomorrow night about eight o'clock for Boston. On the other hand, it is possible that it may be necessary for me to stay on for several days.

If Mr. Rockefeller does not hear from me, he will know that I am still in Baltimore, and Mr. Wheelwright has generously insisted on my staying with him at his house; so that if you are wanting to connect with me by phone, it would be best to communicate with me either through Mr. Wheelwright's

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34742

The Belvedere Hotel,
Baltimore, Sunday, May 5, 1918.

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26 Broadway,
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office or at his house. If you phone the hotel, ask for Mr. McGregor.

I think it would be well to address the letter tomorrow to me in care of the Belvedere Hotel.

Yours sincerely,

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CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

34744 Form 1204

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT

36B BJ 43

MD NEWYORK NY 325PM MAY 6 18

F A MCGREGOR

BELVEDERE HOTEL BALTIMORE MD

HOTEL BELVEDERE

SPECIAL DELIVERY LETTER RECEIVED THIS MORNING HAVE ASKED CONSOLIDATION COAL COMPANY TO PAY MR KING TWO HUNDRED DOLLARS IN CASH TODAY FOR WHICH WE WILL REIMBURSE THEM PLEASE WIRE OR WRITE ME WHERE WE CAN REACH YOU IN NEWYORK OR BOSTON IF NECESSARY

CHARLES B HEYDT

416P

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CANADA

34745

Boston, May 8, 1918.

Mr. Charles O. Heydt,
26 Broadway,
New York.

Plan return Ottawa eight tonight, unless further word from Baltimore or New York.

W. L. Mackenzie King.

COLLECT

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34746

26 Broadway
New York

May 7th, 1918.

Dear Mr. King:

With the two hundred dollars which was forwarded to you yesterday through the Consolidation Coal Company's offices here, we have advanced to you since the date of your engagement with Mr. Rockefeller, Four hundred thirty-five dollars and eighty-four cents ($435.84) as follows:

April 24th, 1918 in cash, - - - - - - - - - - - - - -		-$200.
For purchase of transportation to Baltimore		
Two round trip tickets, - - - - - - - -	-$18.60	
One lower berth to Baltimore, - - - - - -	2.00	
Tax on Railroad tickets, - - - - - - -	1.48	
Tax on Pullman berth, - - - - - - - - -	.20	22.28
Total for April 24th, 1918, - - - - - - - -		-$222.28
May 2nd, 1918:		
Two railroad tickets to Baltimore, - -	-$9.30	
Tax, - - - - - - - - - - - - - - - - - -	.74	
	$10.04	
Two upper berths Baltimore, Md.		
Pullman- - - - - - - - - - - - - - - - - -	3.20	
Tax, - - - - - - - - - - - - - - - - - - -	.32	$ 13.56
Total for May 2nd, 1918, - - - - - - - - -		-$235.84
May 6th, 1918:		
Through The Consolidation Coal Co., - - - - - -		200.00
Total, ------		$435.84

I am charging your expense account with all of the above, but am giving you the details of the items for railroad and pullman tickets in order that you may be able to keep a record of them on your own books.

When you are again in possession of the railroad tickets which went astray, will you kindly return them to me so that we can secure

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refunds? You will,of course, be credited with the total of Thirteen dollars and fifty-six cents ($13.56) charged for the tickets, whether we secure the refund or not.

Very truly,

Charles A. Lyall

Mr. W. L. Mackenzie King,
"The Roxborough"
Ottawa, Ontario,
Canada.

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CANADA

34718

The Roxborough,
Ottawa, May 11, 1918.

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

Mr. King has asked me to acknowledge your letter of the 7th instant, in which you have given a complete statement of the advances made to Mr. King, on account of travelling, since April 24th, the total amount being $435.84. This total agrees with our records.

You have already gone to so much trouble in the matter of the B. & O. tickets from New York to Baltimore, that it seems unfair to take advantage of your willingness to arrange for the refunds. Knowing the difficulty there would be, however, in arranging it from this end, Mr. King is only too ready to act on the suggestion of your letter and return the tickets to you. You will find them herewith. Please accept Mr. King's thanks for your kindness in this matter.

In order that our books will tally with yours, I have credited Mr. King's account, as you suggest, with $13.56, the amount of the refund expected on the B. & O. tickets.

Yours sincerely,

F.A. McGREGOR

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34749

Dear Mr. King:

There are enclosed two one-way tickets from New York to Baltimore on the Baltimore & Ohio train leaving the Pennsylvania Station at 33rd Street at 1.00 tonight, also tickets for two upper berths. It was not possible to secure accommodations on any Pennsylvania trains to Baltimore tonight, and these upper berths on this B. & O. train were the only sleeping accommodations to be had. The B.& O. trains, at least a few of these through trains,now leave the Pennsylvania Station, instead of, as formerly, the Jersey Central station in Jersey City.

Mr. Wheelwright will arrange to meet you at Camden Station, Baltimore, at 7.30 a.m. Your train arrives at 6.45 but passengers may remain in the cars until the later hour,7.30.

Very truly,

Charles A. Heydt

Mr. W. L. Mackenzie King
Harvard Club.

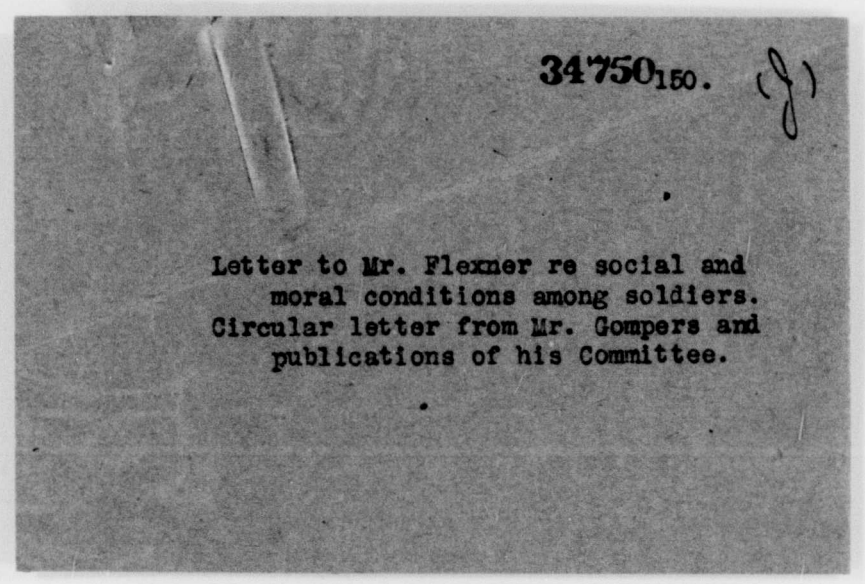
13.5.6

Received May 8. 1918
in Ottawa.

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CANADA



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CANADA

34751
102(13)

26 Broadway
New York

May 13th, 1918.

Dear Mr. King:

There are enclosed herewith, for your perusal:

A circular letter from Mr. Abraham Flexner with an accompanying letter from a former Town Clerk of Glasgow.

Several clippings which Mr. Rockefeller thought might interest you. The clipping which is marked "Return" please send back to me.

A circular letter from Mr. Samuel Gompers, upon which will you kindly indicate whether you desire the reports referred to therein, returning the same to me at your convenience.

Very truly,

Charles D. Hyde

Mr. W. L. Mackenzie King,
"The Roxborough"
Ottawa, Ontario,
Canada.

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34752

Reports issued by the Committee on Labor (including Conservation and Welfare of Workers), under the Advisory Commission of the Council of National Defense, Washington, D.C. - Samuel Gompers, Chairman.

"Industrial Fatigue" (How to reduce industrial fatigue).

"Manufacture and Loading of High Explosives" (provides, among other things, standards for adequate sanitary devices) and

"Code of Lighting" (Especially useful in undertaking to secure state legislation).

Extra copies to be obtained from L.A.Coolidge, Chairman Committee on Welfare Work, 506 Council of National Defense Building, 17th & D Streets, N.W., Washington, D.C.

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CANADA

34753
102(13)

The Roxborough,
Ottawa, May 20, 1918.

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

I return with many thanks the circular letter from Mr. Abraham Flexner, and accompanying letter from a former Town Clerk of Glasgow, enclosed with your communication of the 13th instant.

The part of the letter from the Town Clerk which relates to social and moral conditions among the men in the Army is exceedingly interesting,and suggestive also of the significance of the work which Mr. Fosdick is doing for the United States Government.

Please tell Mr. Rockefeller that I have much appreciated his kindness in letting me peruse this letter.

I am sending you,under separate cover, clippings which you wished to have returned, and which I have been glad to see.

I should like, if possible, to have all the reports indicated in the circular letter of Mr. Gompers, which I also enclose, and should be obliged if you could secure them for me.

Yours sincerely,

W. L. MACKENZIE KING

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CANADA

34754

The Roxborough,
Ottawa, May 14, 1918.

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

As there is a considerable exchange charge on payments made by cheque between Canada and the United States, and as it is often very difficult to secure American money here before leaving for the United States, do you think I could arrange with Mr. Rockefeller's office to have a small amount, say, $500.00, placed on deposit to my credit in one of the New York banks? I would suggest the Fifth Avenue National Bank, at the corner of Fifth Avenue and West 44th Street, as that Bank has its office in close proximity to the Harvard Club.

Accomodation of this kind would enable me to make American payments by cheque from here without extra charge, and would also avoid the necessity of having to skirmish around for American currency before leaving on any trip to the States. The amount thus deposited could be charged against me as an advance on account of travelling.

If this arrangement could be made, and you would open the account and have the Bank forward the deposit book and a book of blank cheques, I should be greatly obliged.

Yours very truly,

W. L. MACKENZIE KING

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34755

The Roxborough,
Ottawa, May 17, 1918.

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

As Mr. King has it in mind to have a day in Toronto and a day in Chicago, on the way to Colorado, he is planning to leave Ottawa on the night of Wednesday, May 22nd. That would bring him to Chicago on Friday morning, the 24th instant, and it is his understanding that you will reach Chicago on the following morning.

I am securing transportation for Mr. King and myself to Chicago, but not beyond that point, in accordance with the understanding had with you in New York.

If you have not already written on the points, Mr. King would be obliged if you would send him definite information as to the time of your arrival in Chicago, and the time at which our departure from Chicago for the West is planned; also the place of meeting in Chicago and the railway route from Chicago to Colorado.

But for the circumstance of Mr. King leaving Ottawa a couple of days earlier than was anticipated, I should not

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have written, knowing that you were planning to send a statement of your plans. Mr. King suggests now that if no letter is on the way from you, it might be well if you sent a communication on Monday under special delivery stamp, so that he could have the information at least a day before leaving.

Yours very truly,

F. A. McGREGOR

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34757

26 Broadway
New York

May 17, 1918.

Dear Mr. King:

The party expect to leave here on the Lake Shore Limited, Friday night, May 24th, 5.30 p.m. Upon arriving in Chicago Mr. and Mrs. Rockefeller may go for a short visit to the University. I will take the baggage over to the Atchison depot, after which I will go to the Blackstone Hotel,- (I assume this is the best place for the whole party to have dinner),- and will meet you there in the lobby. We do not expect to register at the hotel.

I assume you arrive in Chicago Saturday morning, the 25th. If you register at some hotel, please advise me and I will communicate with you there should there be any changes in plan.

The railroad tickets for yourself and Mr. McGregor from Chicago to Trinidad are enclosed, to enable you to check your baggage through. The sleeping car accommodations I am obliged to retain since all are on a single ticket.

Looking forward with pleasure to seeing you and Mr. McGregor on the 25th, I am,

very truly,

Charles D. Heydt

Mr. W.L.Mackenzie King,
Ottawa, Canada.

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The Roxborough,
Ottawa, May 20, 1918.

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

I received this morning your letter of the 17th instant, enclosing tickets from Chicago to Trinidad.

My present intention is as you have assumed, namely, to arrive in Chicago on Saturday morning the 25th. I shall go, on arrival, to the Blackstone Hotel. It was my original intention to arrive in Chicago Friday morning; but I have learned through correspondence that the person I was most desirous of seeing while there will be absent in the East at the time of our passing through.

I shall count on meeting you in the lobby at the Blackstone Hotel some time after the arrival of the Lake Shore Limited(which leaves New York Friday at 5.30 p.m.,)and before dinner in the evening.

Thanking you for the trouble you have taken in this connection, and looking forward to seeing you on the 25th,
I am,

Yours sincerely,

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CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

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34759 FORM 1 T.W.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH · GREAT NORTH WESTERN · AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

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MAY 20 1940

134 MO SH 36

MD NEWYORK NY 20

F A MCGREGOR

CAR W L MACKENZIE KING THE ROXBOROUGH OTTAWA ONT 335

LETTER CONTAINING RAILROAD TICKETS FROM CHICAGO ON ATCHISON ROAD MAILED TO YOU MAY 15 TH IF NOT RECEIVED PLEASE WIRE ME WE ARRIVE CHICAGO FOUR PM SATURDAY LEAVE SAME NIGHT AT TEN THIRTY AM WRITING

CHARLES O HEYDT.

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CANADA

34760

Ottawa, May 20, 1918.

Mr. Charles O. Heydt,
26 Broadway,
New York.

Your letter enclosing tickets received today.

Mr. King ~~has written~~ writing.

F. A. McGregor.

COLLECT

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CANADA

34761

26 Broadway
New York

May 20th, 1918.

Dear Mr. McGregor:

Answering your letter of May 17th. I sent Mr. King the railroad accomodations from Chicago, on the Atchison train leaving there at 10:30 P.M. Saturday night, May 25th.

The New York Central, Lake Shore Limited, - the train on which we are to travel, is scheduled to arrive at Chicago on Saturday afternoon at 4 P.M., Chicago time, May 25th.

Very truly,

Charles D. Hoyt

Mr. F. A. McGregor,
Care, Mr. W.L.Mackenzie King,
"The Roxborough",
Ottawa, Ontario, Canada.

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CANADA

34762

26 Broadway
New York

May 20th,1918.

Dear Mr. King:

Your letter of May 14th suggesting that five hundred dollars be deposited to your credit in the Fifth Avenue Bank, is received. We had thought that it would be quite as convenient for you to use our office as a banking institution, advising us upon your arrival here of the need of whatever cash you might require. However, if there is no haste about it, we can discuss it on our way West.

Very truly,

Charles D. Hayden

Mr. W. L. Mackenzie King,
"The Roxborough",
Ottawa, Ontario, Canada.

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CANADA

34763

26 Broadway
New York

June 19, 1918.

Dear Mr. King:

Please find herewith a letter from the Fifth Avenue Bank, with blank signature cards. I explained that the first deposit would be only $200., and that while the balance would average only a small amount I felt that I could assure them that the drafts on the account would also be few. If you will sign and return the signature cards with the letter to me, I will be glad to identify the signature and also to make the first deposit.

The trip home was very pleasant and comfortable. Mrs. Rockefeller was not tired out and I believe was much benefitted by her visit to Colorado.

Very cordially,

Charles D. Hayden

Mr. W. L. Mackenzie King,
The Roxborough, Ottawa, Canada.

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CANADA

34764

The Roxborough,
Ottawa, June 22, 1918.

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

I got back to Ottawa this morning, and this afternoon received your kind note of the 19th instant.

I return herewith the signature cards, filled out as indicated, and wish to thank you for the trouble to which you have gone in arranging for the deposit with the Fifth Avenue Bank. As I had a deposit in the Fifth Avenue Bank for some little time a year or two ago, the Bank will probably still have in its possession of my signature duly certified. I intended to mention this circumstance to you, but apparently omitted to do so.

I enclose receipt for cheque received this morning from Mr. Rockefeller's office. Perhaps you would let me know to whom subsequent receipts of a like kind should be mailed. There was nothing in the communication with which the cheque was enclosed to indicate to whom it would be best to send the receipt.

I have asked Mr. McGregor to make out a statement of the outstanding expenses of our Colorado trip, and let you have it early next week, together with the other statement which you and he talked over together while in Colorado. I have asked him to indicate how the balance stands in our books, in addition to the $200.00 which you have deposited in New York. If you find the amount at variance in any particular with your own figures, I should be obliged if you would let me know at once.

I was glad to know that Mrs. Rockefeller was none the worse for the journey back, and that you had both arrived safely. I saw Mr. Rockefeller in Chicago the day before yesterday, and presume he will be safely home by the time this letter reaches you.

I was sorry not to see you to say Goodbye the night you left Denver, but I hope it may not be long before we may have opportunity of recalling together some of the many pleasant incidents of this last trip.

With kind regards,
Yours sincerely,

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CANADA

The Roxborough,
Ottawa, June 24, 1918.

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

On the way out to Colorado, you will remember Mr. King left with you some papers which related to the Albert Mines in New Brunswick, and to the desire of Mr. J. Bernier and others to interest the Standard Oil Company in this property. Mr. Bernier was in the city in Saturday and was asking Mr. King if a decision had been come to one way or the other with respect to the project. If any action has been taken with regard to it, Mr. King would be obliged if you would inform Mr. Bernier, whose address is, C.P.R.Law Department, Windsor Station, Montreal, Que., or else send to Mr. King himself at Ottawa a message which can be transferred to Mr. Bernier.

There is nothing urgent about this request. Mr. King wishes only to have some definite answer for Mr. Bernier, if that is possible; and when opportunity comes to you to take up the matter will be quite time enough.

Sincerely yours,

F.A. McGREGOR

W. L. Mackenzie King Papers

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CANADA

34766

26 Broadway
New York

June 25, 1918.

Dear Mr. McGregor:

Answering your letter of June 24th, the letter from Mr. J. Bernier was handed by me to the secretary of Mr. Walter Teagle, President of the Standard Oil Company of New Jersey. Mr. Teagle, as you may know, was formerly President of the Imperial Oil Company, Limited, of Canada. His secretary will refer Mr. Bernier's letter to Mr. A. M. McQueen, representative of the Company in Toronto, who has made a study of the oil fields of New Brunswick and who doubtless is familiar with the mines referred to by Mr. Bernier. I am writing to Mr. Bernier, as you suggest, stating simply that Mr. King handed the papers to Mr. Rockefeller's secretary and that the matter has been referred to Mr. McQueen.

Mr. Hicks I have not yet met, only because we have not yet found a mutually convenient time for a meeting.

Very truly,

Charles D. Hilles

Mr. F. A. McGregor,
Care Mr.W.L.Mackenzie King,
The Roxborough, Ottawa, Ontario.

W. L. Mackenzie King Papers

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CANADA

The Roxborough,
Ottawa, June 28, 1918.

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

As promised by Mr. King in his letter to you last week, I send you herewith two expense accounts, one relating to the New York-Baltimore trip, April 23 to May 9, the other to the Colorado trip, May 23 to June 22; also a summary statement showing a balance on hand of $231.66, which balance includes the $200.00 deposited to Mr. King's credit in the Fifth Avenue Bank, New York.

If you should find any discrepancy between this record and your own books, I hope you will communicate at once, so that the matter may be straightened out; but I think you will find the attached statement correct.

Mr. King has gone over these accounts, and they are being sent by his direction and with his approval.

Yours very truly,

F. A. McGREGOR

W. L. Mackenzie King Papers

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CANADA

34768

EXPENSE ACCOUNT - April 23, 1918 to May 9, 1918.

(re Consolidation Coal Company, et al)

Travelling and Living Expenses, as per itinerary below, (including all incidental outlays excepting telegraphs and telephones):

April 23	Left Ottawa for New York	
25	Left New York for Baltimore	
May 1	Left Baltimore for New York	
2	Left New York for Boston	
2	Left Boston for Baltimore	
6	Left Baltimore for Boston	
8	Left Boston for Ottawa	
9	Arrived in Ottawa.	

W. L. Mackenzie King	260.23	
F. A. McGregor	205.89	
Telegraph and Long Distance Phone:	24.89	491.01
LESS difference of transportation cost between trip New York to Ottawa direct, and trip New York to Ottawa via Boston and	11.14	
LESS expenses one day in Boston, estimated at	10.00	21.14
		$ 469.87

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CANADA

34769
Final.

EXPENSE ACCOUNT - May 23, 1918 to June 22, 1918

(re Colorado Fuel and Iron Company).

Travelling and Living Expenses, (other than those met by Mr. C. O. Heydt for Mr. Rockefeller, Jr.)

May 23 Left Ottawa for Colorado
June 22 Returned to Ottawa from Colorado.

W. L. Mackenzie King	202.94	
F. A. McGregor	191.78	
Miscellaneous Expenditures, including newspapers, postage and small stationery, telephone and telegraph, etc.	26.03	420.75

(4) This amount includes transportation and pullman expenses, Denver to Ottawa, and expenses incurred in stop-over at Chicago, including Mr. Minear and Mr. Stickel as guests at luncheon at Blackstone Hotel; but is less charge on pro rata basis for extra time spent by Mr. King in Denver with his brother.

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Mr. John D. Rockefeller, Jr.,

in account with

W. L. MACKENZIE KING

SUMMARY OF RECEIPTS AND EXPENDITURES ON TRAVELLING ACCOUNT, APRIL 23 to JUNE 22, 1918.

RECEIPTS:

April 24	-	Cheque, New York	200.00	
April 24	-	Railroad Tickets New York to Baltimore and return	22.28	
May 2	-	Railroad Tickets, New York to Baltimore	13.56	
May 6	-	Cash, Baltimore	200.00	
			435.84	
		LESS: Refund of tickets, New York to Baltimore	13.56	422.28
June 13	-	Cash, Denver		500.00
June 19	-	Deposited, New York, 5th Ave. Bank		200.00
				$ 1,122.28

EXPENDITURES:

Account, April 23 to May 9 (herewith)	469.87	
Account, May 23 to June 22 (herewith)	420.75	890.62
BALANCE ON HAND OR ON DEPOSIT IN NEW YORK		$ 231.66

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CANADA

W. L. MACKENZIE KING

The Roxborough, Ottawa,
July 1, 1918.

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

Mr. King has received the cheque described on the enclosed receipt and release form. Would you be kind enough to see that the receipt gets to the proper office.

Yours very truly,

J. A. McGregor.

Dear Mr. McGregor:

In the future simply enclose the receipts in an envelope addressed to Mr. John D. Rockefeller, 26 Broadway, New York. Do not bother to write an acknowledgement.

C.O.Heydt.

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CANADA

34772

The Roxborough, Ottawa,
July 1, 1918.

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

Mr. King has received the cheque described on the enclosed receipt and release form. Would you be kind enough to see that the receipt gets to the proper office.

Yours very truly,

W. L. Mackenzie King Papers

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CANADA

34773

26 Broadway
New York

July 3, 1918.

Dear Mr. McGregor:

The accountsenclosed in your letter of June 28th seem to be entirely in order and according to the understanding which you and I arrived at in our talk on the subject while in Denver. I am glad you have divided the expense account as between the Consolidation Coal Company matter and the Colorado visit. In addition to the expense which you show for this latter trip,- the Colorado,- I am charging your account $276.01, which I paid for your railroad fares from Chicago to Trinidad, Pueblo to Denver, your proportion of hotel bills and meals at the various places. We are placing this amount on both sides of the account with proper explanations, and the balance which you show will therefore remain unchanged.

I am sorry you did not come to New York with Mr. King, for I should have been glad to see you.

Very truly,

Charles R. Heydt

Mr. F. A. McGregor,
Care Mr. W. L. Mackenzie King,
The Roxborough, Ottawa, Canada.

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34774

26 Broadway
New York

July 5, 1918.

Dear Mr. McGregor:

In connection with the accounts which were enclosed with your recent letter, will you kindly advise me what amount was paid by you as a tax on railroad tickets and Pullman tickets, also for the more recent Pullman privilege tax (not the Pullman privilege itself). We are able to claim a reduction on our income tax reports for these tax payments. Throughout the year the aggregate of many small payments on railroad and pullman fares amounts to quite a sum.

Very truly,

Charles A. Hegdt

Mr. F. A. McGregor,
The Roxborough,
Ottawa, Ontario.

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CANADA

34775

The Roxborough,
Ottawa, July 8, 1918.

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

I have received this morning your letter of the 5th instant.

The following is a statement of the taxes paid on the return journey from Colorado. Only a nominal tax was paid on the journey from Ottawa to Chicago in May, and on the Canadian part of the return trip to Ottawa. The amounts include the taxes paid on one section and one lower throughout.

	Denver to Chicago	Chicago to Toronto	Total
Railway Tax	6.25	3.13	9.38
Pullman Tax	1.68	.84	2.52
Privilege Tax	1.05	.52	1.57
	8.98	4.49	13.47

On any future trips I shall keep separate statements of these tax payments and let you have them when sending in the accounts.

I have noted what you say in your letter of the 3rd instant, regarding the amount of $276.01 which you have placed on both sides of Mr. King's account, as covering our pooportion of hotel bills and meals at various places on the recent trip to Colorado, as well as Mr. King's railway fare and mine from Chicago to Trinidad, and from Pueblo to Denver. I am making the same entries in my own ledger.

With all kind remembrances,

Yours sincerely,

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CANADA

34778

The Roxborough,
Ottawa, July 8, 1918.

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

In a letter which Mr. King received from Mr. Rockefeller, Jr., dated October 22, 1917, Mr. Rockefeller stated:

> "Your request for more of Mr. Seth Low's report on Colorado has developed the fact that we have only two or three copies and that no more are available in Washington. I have asked Lee to have five hundred or a thousand reprints made."

Do you happen to know if the reprints referred to were struck off; and if so, to whom we should apply for copies of the same? If there should be any in your office, I know Mr. King would like to have a supply of them, and would be obliged if you have, say, 25 copies sent, or, if the supply is abundant, even 50 copies.

Yours very truly,

F. A. McGREGOR

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CANADA

34777

26 Broadway
New York

July 12, 1918.

Dear Mr. McGregor:

Your letter of July 8th regarding Mr. Seth Low's report on Colorado, is received. Apparently Mr. Rockefeller forgot to speak to Mr. Lee about having reprints of the report, for the files contain nothing indicating that he made any such request and Mr. Lee does not recall it. I am sending a copy of the report to Mr. Lee, however, and asking that the reprints be made now, and that fifty copies be sent to you as soon as they are ready.

Very truly,

Charles D. Hayden

Mr. F. A. McGregor,
The Roxborough,
Ottawa, Canada.

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34778

The Roxborough,
Ottawa, July 15, 1918.

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

Thank you for your letter of the 12th instant regarding the Seth Low Report on Colorado.

I have sent it on to Mr. King, who will be glad to know that reprints are to be made.

Yours very truly,

F. A. McGREGOR

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MEMORANDUM

34779

The Rockefeller Foundation
DEPARTMENT OF INDUSTRIAL RELATIONS

TO _____ _____

Fifty copies of the Report of the President's Colorado Coal Commission were received, July 29, 1918. Acknowledgment by printed post card was made to Mr. Lee on the same date.

F.A.McG.

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34780

26 Broadway
New York

August 29, 1918.

Dear Mr. King:

The telegram announcing your trip to Fairmount at the request of Mr. Wheelwright, and of your expected meeting with Mr. Welborn on Wednesday morning of this week, was not received until after you had left for the south.

Mr. Rockefeller is here this week and also expects to stay over until the middle of next week. If you are passing through New York on your return he would be glad to know and to arrange to see you.

If you are telegraphing to Mr. Rockefeller I would suggest your addressing the office until Saturday noon, Pocantico Hills Saturday afternoon Sunday and Monday, and the office again Tuesday and Wednesday.

Very truly,

Charles D. Heydt

Mr.W.L.Mackenzie King,
Care Mr.J.H.Wheelwright,

W. L. Mackenzie King Papers

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CANADA

ROOM 1409
26 BROADWAY
NEW YORK

34781

NEWYORK,N.Y.
AUG 29
5 30PM
1918
HUDSONTER

U.S.POSTAGE
3 CENTS

Forwarded from
Baltimore, without any
other communication.

Mr.W.L.Mackenzie King,

Care Mr. J. H. Wheelwright,

Consolidation Coal Company,

Kindly forward. Baltimore, Maryland.

W. L. Mackenzie King Papers

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PUBLIC ARCHIVES PUBLIQUES
CANADA

34782

The Roxborough,
Ottawa, October 25, 1918

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

If this note comes to you in time, would you mind communicating with the proper office in your building and asking that Mr. King's cheque for October be sent to him by registered mail in care of the Brown Palace Hotel, Denver. Mr. King expects to be in Denver before the end of the month, and would like to use this cheque while there, rather than have funds transferred from Ottawa.

I shall miss your company at the Brown Palace this trip. I imagine, though, you would perhaps prefer the delights of home to the pleasures of hotel life even for a season.

With all kind remembrances,

Yours sincerely,

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34783

26 Broadway
New York

October 30, 1918.

Dear Mr. McGregor:

Mr. King's check is being sent to the Brown Palace Hotel at Denver, and by registered mail, as you requested. We are improving all the time in meeting people's wishes.

I only wish there was another trip to the West in prospect, especially one including Mr. King and yourself. Home and the office are allright, provided a little change of scene, with agreeable companions, is offered once in a while. Don't think I sound discouraging on the "Home and Fireside" theory, - but - - - And I never heard from you about Chapter II in the life of Mr. F.A.McGregor. How?

With cordial regards to Mr. King,

Very sincerely,

C. O. Heydt-

Mr. F.A.McGregor,
Care Brown Palace Hotel,
Denver, Colorado.

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CANADA

34784

102(13)

Denver, Colo.,
November 27, 1918

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

Mr. King has asked me to let you know that he expects to leave Denver on Sunday night, or by Monday at the latest, and to arrive at the Blackstone Hotel, Chicago, on Tuesday or Wednesday of next week.

The International Harvester Company has asked Mr. King to arrange, if possible, for a further conference on the way east, and he is planning to give such time as may be necessary to the Harvester Company while in Chicago. Mr. Robinson, the Manager of the Youngstown Sheet and Tube Company, has also asked Mr. King to stop over, if possible, at Youngstown, for a further conference on details in connection with the Industrial Representation Plan which the Company has been inaugurating. It is probable, therefore, that most of next week will be spent between Chicago and Youngstown, though Mr. King has made both engagements subject to there being no request from your office to him to come to New York direct.

Should he not receive a communication asking him to come east immediately, Mr. King has it in mind at the moment to stop over at Toronto on his way to New York, to arrange with his sister about the disposition of some household belongings which have been in storage since the time of his father's death, and which he has not had an opportunity thus far of making any disposition of. He can quite readily return from New York to Toronto for this purpose, should Mr. Rockefeller wish to see him immediately on any matter; but if there is nothing pressing, he would be glad of the opportunity to dispose of this obligation on the way east, so as to avoid a return.

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Perhaps you would let Mr. Rockefeller know what Mr. King is planning, and send me a line to the Blackstone. Mr.King is particularly anxious that Mr. Rockefeller should understand that the engagements mentioned are purely tentative, and that any or all of them can be cancelled or postponed if there seems probability of any matters of urgency presenting themselves.

With kind personal remembrances, Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers

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CANADA

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

WESTERN UNION TELEGRAM

34786

102(13)

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT

1918 DEC 3 PM 7 18

LD8SNY 57 4 EXTRA NL

MD NEWYORK NY 5

F.A MCGREGOR 6287

BLACKSTONE HOTEL CHICAGO ILL

LETTER NOVEMBER TWENTY SEVENTH RECEIVED HAVE ALREADY TELEGRAPHED FOR MY CHIEF THAT SPEECH IS FINISHED AND THAT IT WILL NOT BE NECESSARY FOR MR KING TO COME ON HERE WILL WRITE TO OTTAWA

CHARLES O HEYDT 26 BROADWAY NEWYORKCITY.

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CANADA

38.0.1 34787

FORM 1 T.W.

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAPH AND CABLE TELEGRAM

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

1 NY SA

611... 4 EXTRA.

MD, NEW YORK N Y. 123PM 10-12-18

DEC 10 1918

W. L. MACKENZIE,KING,

THE ROXBORO, 369

OTTAWA, ONT.

FOLLOWING TELEGRAM DATED DECEMBER NINTH JUST RECEIVED FROM MR WELBORN QUOTE AFTER HAVING HAD A CONFERENCE WITH THE MANAGER OF OUR RAILROADS TWO OF OUR RAILROADS EMPLOYEES IN THE TRAIN SERVICE AND TWO OFFICERS OF THE AMERICAN RAILWAY BROTHERHOOD ORGANIZATN IONS MET ME TWO WEEKS AGO AND REQUESTED THE SIGNING OF A CONTRACT BETWEEN US AND OUR EMPLOYEES ENGAGED IN TRAIN SERVICE CERTAIN PROVISIONS OF THIS CONTRACT WERE NOT PROPERLY APPLICABE TO OUR BUSINESS WHICH IS SO LARGELY OF A SWITCHING NATURE AND WE ADVISED THAT WE COULD NOT SIGN IT AT THE SAME TIME STATING THAT WE WERE ALWAYS WILLING TO DISCUSS WITH OUR EMPLOYEES ANY MATTER OF INTEREST TO THEM AND HELD OURSELVES IN READINESS AND WOULD AT ANY TIME BE WILLING TO DISCUSS WITH THEM A FORM ON CONTRACT ALONG MORE EQUITABLE LINES THE CONFERNCE CLOSED WITH THE STATEMENT ON THE PAR OF THE BROTHERHOOD REPRESENTATIVES THAT THEY WOULD REPORT OUR DECISION BACK TO THE WORKMEN AND MY ASSURANCE THAT OUR DOOR WAS ALWAYS OPEN FOR NEGOTIATIONS WITH OUR MEN NOTHING FURTHER WAS HEARD OF THE QUESTION UNTIL LAST FRIDAY WHEN THE SAME BROTHERHOOD OFFICERS TELEPHONED ASKING ME FOR A CONFERENCE TODAY I ASKED TO HAVE IT IN

W. L. Mackenzie King Papers

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CANADA

34788

FORM 1 T.W.

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

2ND SHEET NY 1. MACKENZIE KING OTTAWA FROM NEWYORK 10-12-18

PUEBLOW RATHER THAN DENVER AS I INTENDED TO BE HERE
THIS AFTERNOON ON MY ARRIVAL AT TWO OCLOCK I WAS
HANDED A STATEMENT SIGNED BY THE BROTHERHOOD OFFICERS TO THE
EFFECT THAT UNLESS WE SIGNED THE CONTRACT WHICH THEY HAD
PRESENTED TO US THE TRAINMEN WOULD LEAVE THE SERVICE THIS
EVENING AT SIX OCLOCK I SENT PROMPT REPLY INVITING A
MEETING OF OUR EMPLOYEES WHO HAD PREVIOUSLY TAKEN THE MATTER
UP AND THE BROTHERHOOD OFFICERS FOR FOUR OCLOCK STATING THAT
THE PURPOSE OF THE MEETING WAS TO UNDERTAKE TO ADOPT
A MUTUALLY SATISFACTORY AGREEMENT THE GENTLEMEN MET US BUT POSITIVELY
REFUSED TO DISCUSS THE CONTRACT FOR MODIFICATION REITERATING THE
STATEMENTS CONTAINED IN THE LETTER HANDED ME TWO HOURS BEFORE I
CALLED ATTENTION TO THE RESULTS OF THE ACTION THEY PROPOSED
WOULD HAVE ON STEEL WORKS EMPLOYEES AND URGED REPEATEDLY THE
CONTINUANCE OF OUR CONFERENCE DURING THE EVENING AT MIDNIGHT OR
LATER UNTIL WE COULD REACH AN AGREEMENT TO ALL OF
MY IMPORTUNITIES THEY HAD BUT ONE ANSWER WHICH TWAS THAT
WE WILL CONSIDER NOTHING EXCEPT THE SIGNING OF THE CONTRACT
AS PRESENTED AND THE MEN WILL STRIKE AT SIX OCLOCK
IF THAT IS NOT DONE WE FEEL THAT THE CONTRACT WAS
SO UNFAIR IN MANY OF ITS PROVISIONS AND THAT
THE ADVERSE EFFECT OF ITS EXECUTION WOULD BE SO FAR
REACHING THAT WE COULD NOT IN JUSTICE TO OUR INTERESTS
SIGN IT THE CONFERENCE WAS CLOSED BY THEM AT SIX
OCLOCK WITHOUR REPEATED ASSURANCE OF A WILLINGNESS AND DESIRE
TO CONTINUE THE NEGOTIATIONS AND THEIR STATEMENT THAT IF WE
WANTED TO SEE THEM TOMORROW THEY WOULD BE GLAD TO

DEC 10 1918

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34789

FORM 1 T.W.

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

Z.A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

3RD SHEET NY 1. FROM NEWYORK 10-12-18 MACKENZIE KING OTTAWA

MEET US NONE OF THE NIGHT TRAIN CREWS REPORTED FOR
WORK EXCEPT A REDUCED FORCE AT THE BLAST FURNACES AND
WE EXPECT PRACTICALLY NONE TOMORROW MORNING ALTHOUGH WE ANTICIPATE
BEING ABLE TO EFFECT ARRANGEMENTS DURING THE DAY FOR SOME INCREASE
IN THE FORCES THERE ARE NOT OVER ONE HUNDRED FORTY
MEN INVOLVED AND A FEW OF THESE HAVE REMAINED AT
WORK REGRETT THE NECESSITY FOR SENDING YOU THIS ADVICE BUT
FEEL THAT THE ONLY ALTERNATIVE TO OUR ACTION WOULD HAVE
BROUGHT RESULTS CAUSING GREATER DISAPPOINTMENT I HAVE GIVEN THE FULL
STATEMENT TO THE PRESS WHICH PROBABLY WILL NOT REACH NEWYORK
IN TIME FOR TOMORROWS PAPER AM HAVING MEETING WITH STEEL
WORKS REPRESENTATIVES TOMORROW TO CONSIDER THIS SITUATION J. F. WELBORN
END QUOTE. HAVE NOT THUS FAR REPEATED THIS TO MR
ROCKEFELLER AT SEALHARBOR WHAT WOULD YOU ADVISE .

DEC 10 1918

C. O. HEYDT
26 BROADWAY NEWYORKCITY

2.53PM

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34730 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

It is agreed between the sender of the message on the face of this form and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of any unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

Correctness in the transmission and delivery of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding one thousand miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

Ottawa, December 10, 1918

Hon. Mackenzie King,
C/o The Ontario Club,
Wellington Street,
Toronto, Ontario.

Heydt wires quoting six hundred word telegram from Welborn. Railroad union demanding Company sign their contract without modification. One hundred forty men involved. Reduced force last night. None expected today. Heydt says: (quote) Have not yet repeated this to Seal Harbor. What would you advise? (unquote). I have answered saying communicating

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34791 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

It is agreed between the sender of the message on the face of this form and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of any unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

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No employee of the Company shall vary the foregoing.

Z. A. LASH, President. GEO. D. PERRY, General Manager

Counter No.	Time Filed	Sent No.	Sent By	Received By	Time Sent	Check

Send the following message, subject to the above Terms, which are hereby agreed to.

2nd sheet - Hon. Mackenzie King - Toronto.

with you Toronto. Sending copy special delivery Toronto **tonight.**

F. A. McGregor.

PREPAID
Chg. W.L.Mackenzie King
The Roxborough.

W. L. Mackenzie King Papers

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34792

FORM 1 T.W.

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT Main Office, Scott and Wellington Streets, Toronto, Ont. Telephone Adelaide 5300

282 B YD 60 RUSN

OTTAWA ONT 10 1918 DEC 10 PM 5 29

HON MACKENZIE KING

1428

CARE THE ONTARIO CLUB WELLINGTON ST TORONTO ONT

HEYDT WIRES QUOTING SIX HUNDRED WORD TELEGRAM FROM WELBORN RAILROAD UNION DEMANDING COMPANY SIGN THEIR CONTRACT WITHOUT MODIFICATION ONE HUNDRED FORTY MEN INVOLVED REDUCED FORCE LAST NIGHT NONE EXPECTED TODAY HEYDT SAYS QUOTE HAVE NOT YET REPEATED THIS TO SEAL HARBOR WHAT WOULD YOU ADVISE UNQUOTE I HAVE ANSWERED SAYING COMMUNICATING WITH YOU TORONTO SENDING COPY SPECIAL DELIVERY TORONTO TONIGHT

F A MCGREGOR.

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FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

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No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

Ottawa, December 10, 1918

Mr. Charles C. Heydt,
26 Broadway,
New York.

Have repeated substance your telegram Mr. King,

Ontario Club, Toronto.

F. A. McGregor.

Collect

PREPAID
Chg. W.L.Mackenzie King
The Roxborough.

W. L. Mackenzie King Papers

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34791 FORM 2

Great North Western Telegraph Company of Canada

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Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

NIGHT LETTER

Ottawa, December 10, 1918

Mr. Charles O. Heydt,
26 Broadway,
New York.

Have just communicated with Mr. King by telephone at Walkerton. He suggests you wire Mr. Welborn for further particulars. If trouble still continues, he thinks you should inform Mr. Rockefeller.

F. A. McGregor.

COLLECT

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CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

34795 FORM 1 T.W.

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

DEC 11 1918

51 MOE 120 4 EX NL

NEWYORK NY 10

W L MACKENZIE KING 169

THE ROSBOROUGH OTTAWA ONT

TWO ADDITIONAL TELEGRAMS RECEIVED FROM MR WELBORN AS FOLLOWS FIRST TELEGRAM QUOTE MY NIGHTLETTER FAILED TO STATE THAT IN OUR CONTROVERSY THE QUESTION OF WAGES IS NOT INVOLVED THE BROTHERHOOD OFFICERS VOLUNTARILY SAID THAT WE HAD TREATED OUR MEN WELL INTHEMATTER OF COMPENSATION AND IN OTHER WAYS EXCEPT THAT WE HAD NOT GIVEN THEM THE STANDARD UNION

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34296 FORM 1 T.W.

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

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Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

DEC 11 19

CONTRACT END QUOTE SECOND TELEGRAM QUOTE JUST CLOSED TWO HOUR SATISFACTORY MEETING WITH REPRESENTATIVES THEY ARE MUCH CONCERNED AND ON THEIR OWN INITIATIVE RESOLVES TO CALL RAILROAD REPRESENTATIVES INTO CONFERENCE THIS AFTERNOON IN AN EFFORT TO ADJUST DIFFERENCES END QUOTE MR MURPHY AND I THINK IT INADVISABLE TO TROUBLE MR ROCKEFELLER UNLESS A MORE SERIOUS SITUATION DEVELOPS

CHAS O HEYDT

26 BROADWAY NEWYORK .

Phoned to 30 Aug

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CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

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34797 FORM 1 T.W.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

178 MDE 96 NL 4 EX

MD NEWYORK NY 12

W L MACKENZIE KING 2

THE ROXBOROUGH OTTAWA ONT

DEC 12 1918

IN REPLY TO TELEGRAM FROM MR MURPHY CALLING ATTENTION TO COLORADO STATUE REQUIRING THIRTY DAYS NOTICE BEFORE CALLING STRIKE MR WELBORN REPLIED AS FOLLOWS QUOTE YOUR WIRE DATE DID NOT INVOKE THE AID OF THE LAW BUT AFTER A CONFERENCE LASTING UNTIL HALF PAST EIGHT THIS EVENING THE ORIGINAL AGREEMENT SUBMITTED BY THE EMPLOYEES WAS MODIFIED

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34798 FORM 1 T.W.

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

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GREAT NORTH WESTERN TELEGRAM

TELEGRAPH GREAT NORTH WESTERN AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

AND ADOPTED BY THE COLORADO AND WYOMING RY CO AND THE
REPRESENTATIVE OF ITS EMPLOYEES THE MEN IMMEDIATELY RETURNED
TO WORK AND THE NORMAL OPERATIONS OF THE STEEL PLANT AT
PUEBL
WILL BE RESUMED END QUOTE

CHAS O HEYDT

26 BROADWAY NY

DEC 12 1918

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34799

The Roxborough,
Ottawa, December 13, 1918

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

I thank you for your two telegrams of December 10, which were duly received here by Mr. McGregor and communicated to me over the phone at Walkerton; and your night letter of yesterday, which I received here this morning.

When I suggested your getting further information from Mr. Welborn before communicating with Mr. Rockefeller, I had the impression that in all probability the further word you might receive would relieve anxiety. On the other hand, I thought that if matters took a more serious turn, Mr. Rockefeller would certainly wish to know of the situation which had developed. Mr. Welborn explained the matter to me before I came away from Denver. He had received the demand from the employees of the Railway, but did not contemplate that they would go on strike. He felt, moreover, from the interviews which he had had with the parties who presented the demand on behalf of the employees, that while it might become necessary to make some agreement, there was no disposition on their part to embarrass the Company unnecessarily, and that an adjustment of the difficulty would be readily made should matters come to a crisis.

I shall be in New York some time next week, and can tell you more of the situation; but Mr. Welborn's telegrams are so complete in themselves that there is really very little to add.

You may recall that the Railroad employees were the only group of employees of the C. F. and I. who had not been brought under the representation plan. It is certainly gratifying to learn from the wire just received from Mr. Welborn that one of the results of the situation developed has been an agreement between the Colorado and Wyoming Company and representatives of its employees, which agreement doubtless will form the basis for a permanent representation of employees similar to that in other parts of the C.F.and I. industry. It is also most gratifying to read that the arrangement come to has been effected in part through the good offices of the representatives of the employees in the Steel Works.

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If the Industrial Representation Plan required anything further to commend it, the situation which developed among the employees of the Railway Company, and the manner and outcome of its adjustment, ought certainly to afford this.

Yours very sincerely,

W. L. Mackenzie King Papers

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CANADA

103(1)

34801
153.1

26 Broadway
New York

December 13th
1 9 1 8

Dear Mr. King:

Enclosed please find report of the Committee of Industrial Problems and Relations of the New York Chamber of Commerce which may be of interest to you. You need not return it.

Very truly,

Charles D. Hilles

Mr. W. L. Mackenzie King
The Roxborough
Ottawa, Ontario, Can.

Encl.

W. L. Mackenzie King Papers

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PUBLIC ARCHIVES PUBLIQUES
CANADA

/0 3(1) 34802

The Roxborough,
Ottawa, December 16, 1918

Mr. Charles O. Heydt,
26 Broadway,
New York.

Dear Mr. Heydt:

I thank you for sending me the Report on Industrial Relations of the Chamber of Commerce of the State of New York.

After reading over the report, and considering the point of view from which its recommendations are presented, as well as the recommendations themselves, both in substance and wording, it is difficult for me to believe that some of my own work is not reflected in this report. It would be interesting to know whether whoever prepared the report had a copy of my book, or of Mr. Rockefeller's speech at Atlantic City, which was used in the preparation of the draft. If you happen to know anything of the origin of the report, I should be glad if you would give me particulars. If it was drafted wholly independently of either of the sources I have mentioned, I am sure the writer would be interested in knowing of my book, and I should also be interested in meeting him. Please do not go to any trouble to find out who the writer was; but if you should happen to have particulars already, perhaps I can learn of them from you when I see you in New York in the course of a few days.

With kindest remembrances, Believe me,

Yours sincerely,

W. L. MACKENZIE KING

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CANADA

34803

26 Broadway
New York

December 23rd
1 9 1 8

Dear Mr. King:

Enclosed please find letter just received from the Secretary of the Chamber of Commerce, Grand Rapids, Mich. asking if Dr. Vincent would address the meeting of the Rotary Clubs in that city on February 6th and 7th.

The letter was referred to Dr. Vincent who has replied as per attached letter. You will also notice that Dr. Vincent suggests that you might fill this engagement. Mr. Rockefeller leaves the matter to your discretion.

Very truly,

Charles O. Heydt

Mr. W. L. Mackenzie King
The Roxborough
Ottawa, Canada

Encl.

W. L. Mackenzie King Papers

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57592-2000

34804

26 Broadway,

Room 1500 New York, Jan. 28, 1918.

Mr. W. L. Mackenzie King,

Ottawa, Canada.

Dear Mr. King:

I am trying to get together a modest office library of about fifty books, and in this connection am reminded of your statement that you had been making a study of all of the books that had been issued with reference to the Labor Movement. I wonder if you would give me the benefit of your suggestion as to a few of the best books which you would recommend for such an office library. The topics that I have in mind are:

1. Industrial Housing.
2. Occupational Hazards.
3. Profit Sharing.
4. Pensions and Annuities and Benefits.
5. Socialism.
6. Labor Union Movement.
7. Accident Prevention and Compensation.
8. Relation of Labor and Capital.
9. Thrift.

Your recommendation as to books in this or any additional related groups would be very helpful to me.

My trip to Colorado in December was most satisfactory from every standpoint. Mr. Welborn is giving personal attention to all important matters relating to the Industrial Representation Plan, and the December Annual Meetings were the best that have been held. With cordial regards,

Yours very truly,

CJH/A.

J. D. Rockefeller.

W. L. Mackenzie King Papers

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34805

The Roxborough,
Ottawa, January 31, 1918.

Mr. C. J. Hicks,
26 Broadway,
New York.

My dear Hicks:

I have just received your letter of the 28th instant, and shall send you, in the course of a day or two, the list of books requested.

Meanwhile, may I say how pleased I was to know that the December annual meetings in Colorado were so successful, and that the Industrial Representation Plan continues to afford so much satisfaction in all directions.

I am hoping that before long I may have an opportunity of a talk with you about the development of your own work in other industries.

With kind remembrances, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

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CANADA

34806

The Roxborough,
Ottawa, February 6, 1918.

Mr. C. J. Hicks,
26 Broadway,
New York.

My dear Hicks:

I enclose a list of the books, promised you a day or two ago. The list is in no sense comprehensive, but it is of about the length, I think, that you desired.

Yours sincerely,

W. L. MACKENZIE KING

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Industrial Housing:

Nettlefold, J.S. - PRACTICAL HOUSING. Published by Garden City Press, Ltd., Letchworth, England, 1908. 203 pp. 1 s. net.

Hanger, G.W.W. - HOUSING OF THE WORKING PEOPLE IN THE UNITED STATES BY EMPLOYERS. Bulletin of the U.S. Bureau of Labor, No. 54. Dept. of Labor, Washington, 1904.

Profit Sharing:

Emmet, Boris - PROFIT SHARING IN THE UNITED STATES. Bulletin of the U. S. Bureau of Labor Statistics, Whole No. 208, December 1916. 188 pp., 20¢.

Gilman, N. P. - A DIVIDEND TO LABOR. Published by Houghton Mifflin, Boston, 1899. 400 pp.

Gilman, N. P. - PROFIT SHARING BETWEEN EMPLOYER AND EMPLOYEE: A study in the evolution of the wages system. Houghton Mifflin, Boston, 1900. 460 pp.

National Civic Federation - PROFIT SHARING BY AMERICAN EMPLOYERS. Welfare Department of National Civic Federation, 1916. $2.00, paper.

Price, L. L. - CO-OPERATION AND CO-PARTNERSHIP. Published in The Nation's Library, Collin's Clear Type Press, London.

Williams, Aneurin - CO-PARTNERSHIP AND PROFIT SHARING. Henry Holt & Co., New York, 1913. 256 pp. Also in Home University Library.

Socialism:

Hillquit, Morris - History of Socialism in the United States. Funk & Wagnalls, New York, 1903. 371 pp.

Kirkup, Thomas - A History of Socialism. Adam and Charles Black, London, 1900. 364 pp.

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Socialism (cont'd.)

Macdonald, J. Ramsay - THE SOCIALIST MOVEMENT. Henry Holt & Co., New York, 1911. 256 pp.

Skelton, Oscar D. - SOCIALISM: A CRITICAL ANALYSIS. Houghton, Mifflin, Boston, 1911. 329 pp.

Walling, Wm.E., and Laidler, Harry W. (Editors) STATE SOCIALISM, PRO AND CON. Holt & Co., New York, 1917. 649 pp.

Labor Union Movement:

Cole, G.D.H. - THE WORLD OF LABOUR: A study of the present and future of Trade Unionism. Macmillan, New York, 1916. 80¢.

Commons, John R. - TRADE UNIONISM AND LABOR PROBLEMS. Ginn & Co., Boston, 1905. 628 pp.

Eliot, Charles E. - THE FUTURE OF TRADE UNIONISM AND CAPITALISM. Putnams, New York, 1910. 128 pp.

Groat, G. G. - INTRODUCTION TO THE STUDY OF ORGANIZED LABOR IN AMERICA. Macmillan, New York, 1916. $1.75.

Hoxie, R. F. - SCIENTIFIC MANAGEMENT AND LABOR. Appleton, New York, 1915.

Hoxie, R. F. - TRADE UNIONISM IN THE UNITED STATES. Appleton, New York, 1917.

Janes, George Milton - CONTROL OF STRIKES IN AMERICAN TRADE UNIONS. Johns Hopkins Press, Baltimore, 1916. $1.00.

Webb, Sidney and Beatrice - HISTORY OF TRADE UNIONISM. Longmans, Green, New York, 1907. 558 pp.

Webb, Sidney and Beatrice - INDUSTRIAL DEMOCRACY. Longmans, Green, New York, 1902. 929 pp.

Webb, Sidney: THE RESTORATION OF TRADE UNION CONDITIONS. B.W.Huebsch, New York, 1917. 109 pp. 50¢ net.

Hobhouse, L. T. - THE LABOUR MOVEMENT. Macmillan Co., New York, 1912. 3rd edition, revised. 159 pp.

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Accident Prevention and Compensation:

Ashe, Sydney Whitmore - ORGANIZATION IN ACCIDENT PREVENTION. McGraw-Hill Book Co., New York, 1917. 130 pp.

Henderson, Charles R. - INDUSTRIAL INSURANCE IN THE UNITED STATES. University of Chicago Press, 1909. 429 pp.

Rhodes, J.E.,2nd - WORKMEN'S COMPENSATION. Macmillan, New York, 1917. 300 pp. $1.50.

Rubinow, Isaac M. - STANDARDS OF HEALTH INSURANCE. Henry Holt & Co., New York, 1916. $1.50.

Woodbury, Robert Morse - SOCIAL INSURANCE: AN ECONOMIC ANALYSIS. Holt & Co., New York, 1917. 171 pp.

Relations of Labor and Capital:

Barnett, George E., and McCabe, David A. - MEDIATION AND INVESTIGATION AND ARBITRATION OF INDUSTRIAL DISPUTES. Appleton, New York, 1916. $1.25.

Brentano, Lujo - THE RELATION OF LABOR TO THE LAW OF TODAY. Putnams, New York, 1898.

Gilman, N. P. - METHODS OF INDUSTRIAL PEACE. Houghton, Mifflin, New York, 1904. 436 pp.

Hobson, J. A. - THE INDUSTRIAL SYSTEM. Longmans, Green, London, 1910. 338 pp.

Jevons, W. Stanley - THE STATE IN RELATION TO LABOUR. Macmillan, 1887.

Macgregor, D. H. - THE EVOLUTION OF INDUSTRY. Williams & Norgate, Home University Library.

Toynbee, Arnold - LECTURES ON THE INDUSTRIAL REVOLUTION OF THE EIGHTEENTH CENTURY IN ENGLAND. Longmans, Green, New York, 1908. 282 pp.

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57592-2000

34810

26 Broadway,

Room 1500 New York, Feb. 11, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear King:

Many thanks for your kindness in sending the list of books. It is just what I needed and I am placing an order for practically the entire list.

Yours very truly,

CJH/A.

J. Hicks.

I saw your brother in December, & was sorry to find that he was not as well as he had been for several months before. He was very cheerful, however, & greatly interested in his new book. We arranged to place a copy of the book in each C.F.A. — J. H. C. A.

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34811

26 Broadway,

Room 1500 New York, April 4, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear Friend:

You may have noticed in some of the New York papers that Standard Oil matters have been coming to the front during the past few days. Last week the employees elected seventy-three representatives at the three New Jersey Refineries. I have already mailed you a copy of the poster calling this election. Last Monday evening these representatives met the representatives and officials of the Company at dinner, in the Company restaurant at 26 Broadway. The meeting was intensely interesting and seemed to be thoroughly satisfactory to everyone present.

Our new Annuities and Benefits Plan was announced , as was also an increase of 10% in wages. Am enclosing an advance copy of the Annuities and Benefits Plan which you will recognize is far more generous than most such Plans. Following these announcements I submitted an outline of Labor Relationships, copy of which is enclosed herewith. You will notice that several additions have been made to this document since the time of your visit to New York, and I think you will agree that these additions have been in the line of assuring justice to the employees. This outline was adopted by a rising vote of all present, and is today the basis of all our Labor Relationships at the various Works in N.J.

This occasion and the publicity following our meeting have given rise to many inquiries. For instance, I received a call yesterday afternoon from J. M. Larkin, representing the Bethlehem Shipbuilding Corporation, and he stated that the Managers of their Plants, including the Bethlehem Steel Company's Plants, were in session in New York and that they had sent him to inquire about the representation plan. This, as you know, is one of the largest of our industrial concerns. I took the liberty of advising him to invite you to come to New York to counsel with them as to how this Plan could be adapted to their needs. He did not have authority to settle the matter but I am very hopeful that this method will be followed.

Our developments here have received the most favorable comments from all newspapers and this will surely lead to the extension of this item to other Companies. When this development comes I hope

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that you will be available to undertake a piece of work which no one else could do as well.

With cordial regards,

Yours sincerely,

CJH/A.
2 Encl.

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The Roxborough,
Ottawa, April 6, 1918.

Mr. C. J. Hicks,
26 Broadway,
New York.

My dear Hicks:

I had just written a note of congratulations to Mr. Rockefeller, Jr. and asked him to convey my congratulations to you on the successful inauguration of the Industrial Representation Plan in the Standard Oil Company of New Jersey, when your letter of the 4th instant, with its interesting enclosures, came to hand. May I repeat here my hearty congratulations.

You have succeeded in accomplishing a splendid piece of work, and I hope you do not mind me saying that I am mighty proud of you, and share every bit of the delight you feel. I know how extremely happy Mr. Rockefeller, Jr. will be over this achievement. The well-being of the men in the Standard Oil industry lies very close to his heart, and I am sure that, noble and all as is the work of the many philanthropies with which he is identified, there is none which will bring him the same satisfaction, nor on the part of the public the same measure of appreciation, as what has been accomplished in this beginning of the development of democratic government in the industries of the Standard Oil Company.

I much appreciate your having spoken of me to Mr. Larkin of the Bethlehem Shipbuilding Corporation. My work on the book on which I have been engaged is now so nearly completed that I shall soon be glad to avail myself of opportunities of the kind which your letter suggests.

I have not as yet had opportunity to look over the enclosures of your letter, but shall do so with care during the next few days. It will not be long, I hope, before I have the pleasure of seeing you again.

With kindest regards, believe me,

Yours very sincerely,

W. L. MACKENZIE KING

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The Roxborough,
Ottawa, April 6, 1918.

Mr. C. J. Hicks,
26 Broadway,
New York.

Dear Mr. Hicks:

I enclose communications which speak for themselves.

I know Mr. Roughsedge personally, though in no way intimately, and I am unable to commend his undertakings one way or the other, as I know nothing whatever about them. Please use your own judgment as to the course it is best to take in this matter. I send you all the correspondence, including copy of my letter to Mr. Roughsedge in reply to his to me, that you may know the exact situation.

Yours very truly,

W. L. MACKENZIE KING

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34815

26 Broadway,

Room 1500 New York, April 9, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear King:

Your letter of the 6th is much more complementary than I deserve but is none the less appreciated. Nothing further has been heard from Mr. Larkin but I am hopeful that something may come of my suggestion. The Phelps Dodge Corporation have been inquiring concerning our Plan, and if there is any opportunity whatever I shall urge that they get in touch with you. You doubtless know of the labor trouble they have had in the southwest and that they are one of the very responsible firms engaged in the copper industry.

Am glad to note that there is a prospect of seeing you soon in New York. With cordial regards,

Yours sincerely,

CJH/A.

J. Hicks.

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34816

The Roxborough,
Ottawa, April 18, 1918.

Mr. C. J. Hicks,
Assistant to the President,
The Standard Oil Company of New Jersey,
26 Broadway,
New York.

Dear Mr. Hicks:

Mr. King has asked me to send on to you another document which has come to him from Mr. W. H. Roughsedge, being a circular descriptive of the type of houses constructed by Mr. Roughsedge's Company.

No acknowledgment is necessary.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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34817

Brown Palace Hotel,
Denver, Colorado,
June 7, 1918.

Mr. C. J. Hicks,
Assistant to the President,
The Standard Oil Company of New Jersey,
26 Broadway,
New York.

My dear Hicks:

I am anxious to keep in my files a record of the names of corporations and individuals who have made or may make inquiries concerning the plan of industrial representation as it is in operation in the Colorado Fuel and Iron Company or in the Standard Oil Company of New Jersey. You have already been so generous in letting me know of such inquiries, that I am tempted to ask if you would oblige me further by having a list prepared containing the names of all who in this way have expressed an interest in the plan; and if you would arrange to have this list supplemented as further inquiries may come to your attention. If such a list could be compiled without too great trouble, with perhaps in each case a note indicating the nature of the inquiry, I should be grateful if you would have it addressed to me at The Roxborough, Ottawa, where I expect to be within a couple of weeks.

I am making the same request of Mr. Cowdrick, who will doubtless be able to prepare such a list representing inquiries received by the C. F. and I. Company since the inauguration of the plan.

Yours sincerely,

W. L. MACKENZIE KING

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34818

26 Broadway,

Room 1500. *New York,* June 19, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear King:

I am very glad to send you herewith the material requested in your letter of June 7th. If you wish any particular information as to any of these inquiries we can send you the file, or an extract from letters received. We have also arranged to supplement this list from time to time as other inquiries are received.

I hope that you had a pleasant and profitable trip in Colorado. Shall be much interested to hear about it the next time you are in New York.

With kindest regards,

Yours sincerely,

CJH/A.

Encl.

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INQUIRIES CONCERNING
INDUSTRIAL REPRESENTATION PLAN

NAME AND ADDRESS	REQUESTED INFORMATION CONCERNING:
Baltimore Dry Docks & Ship Building Co., Baltimore, Md.	Labor Relationships; Annuities & Benefits
L. Bamberger & Co., Newark, N.J.	Labor Relationships; Annuities & Benefits
The Barrett Company, 17 Battery Place, New York.	Labor Relationships; Annuities & Benefits
Amos N. Barron, Devonshire Drive, Ambler Hgts., Cleveland, Ohio.	Labor Relationships; Annuities & Benefits, Living and Sanitary conditions.
Richard M. Colgate, c/o Colgate & Co., 199 Fulton St., New York.	System of wages and salaries
T. & J. Cousins Co., 373 DeKalb Ave., Brooklyn, N.Y.	Labor Relationships
Davenport Locomotive Works, Davenport, Iowa.	Labor Relationships Copies of C.F.& I. & S.O.Co.(N.J.) Plans
Dennison Manufacturing Co., Framingham, Mass.	Annuities & Benefits Plans
Elk Fire Brick Company, St. Marys, Pa.	Labor Relationships
Empire Rubber & Tire Co., Trenton, N.J.	Labor Relationships
Florsheim Shoe Company, Chicago, Ill.	Labor Relationships -- Employment
Alexander H. Kerr, c/o Secretary's Office, Dept. of Agriculture, Washington, D.C.	Labor Relationships
Alex. Kiskadden, Tiffin Natl. Bk. Bldg., Tiffin, O.	Labor Relationships
C. E. Knoppel & Co., 101 Park Ave., N.Y.City.	Labor Relationships; Annuities & Benefits
M. La Rocque, Hotel Bancroft, N.W.,Washington,D.C.	Labor Relationships
C. C. Woolworth, 181 West 75th St., New York.	Labor Relationships
Cornelius S. Loder, Battle Creek Sanitarium, Battle Creek, Mich.	Labor Relationships

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NAME AND ADDRESS	REQUESTED INFORMATION CONCERNING:
Lowell Paper Tube Corpn., Lowell, Mass.	Annuities & Benefits Plan
Manufacturers' Council of State of N.J., 72 Front St., New York.	Labor Relationships
Henry C. Metcalf, Tufts College, Mass.	Labor Relationships
National Cloak & Suit Co., 207 West 24th St., New York.	Labor Relationships
Frank M. Rich, P.S. No. 19, Paterson, N.J.	General
Alfred B. Rode, 200 William St., New York.	Labor Relationships
Solvay Process Company, Labor & Safety Dept., Detroit, Mich.	Annuities & Benefits Plan
Lee W. Squier, Finance Bldg., Philadelphia, Pa.	Labor Relationships; Annuities & Benefits
A. Stein & Company, 104 Fifth Ave, New York.	Labor Relationships
Sullivan & Cromwell, 49 Wall St., New York.	Labor Relationships
Swift & Company, Chicago, Ill.	Labor Relationships; Social & Welfare Work
United Alloy Steel Corpn., Canton, Ohio.	Labor Relationships
W.M.Way, Welfare Director, Explosives Plant C, Nitro, W.Va.	Labor Relationships; Welfare Work
Ethelbert Stewart, Acting Comm. of Labor Statistics, U.S.Dept. of Labor, Washington, D.C.	Labor Relationships
Albert Van Hecke, Engineers Club, New York.	General
Virginia Bridge & Iron Company, Roanoke, Va.	Labor Relationships; Employment Welfare
President's Office, Western Union Telegraph Co., New York.	General
Nathan B. Williams, Union Trust Bldg.,Washington,D.C.	Labor Relationships;Employment;Insurance

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NAME AND ADDRESS	REQUESTED INFORMATION CONCERNING:
Yale & Towne Mfg. Co., Stamford, Conn.	Welfare Work; Annuities & Benefits

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The Roxborough,
Ottawa, June 22, 1918.

Mr. C. J. Hicks,
Executive Assistant to the President,
The Standard Oil Company of New Jersey,
26 Broadway,
New York.

My dear Hicks:

I have received, on my return from Colorado to Ottawa this morning, your kind letter of the 19th instant, with its valuable enclosure. I am much obliged to you for your kindness in sending me the information requested.

Mr. Rockefeller will tell you of our trip to Colorado, and of our delight in the evidences of the progress which has been made under the Industrial Representation Plan, both in improved living and social conditions and in the spirit of the relationship between the Company's employees and its officials. It would take too long to write of the many features of interest, but I shall hope to have opportunity ere long of talking with you about them.

We were both sorry that you were not where we might have shared with you some of the pleasure we felt in the successful work to which you have contributed so materially. I am sure the record of your achievement in Colorado will ever be one of the brightest pages in your whole career.

With kindest remembrances,

Yours sincerely,

W. L. MACKENZIE KING

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26 Broadway,

Room 1500. *New York,* June 27, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear King:

I hope that by this time you have received a telegraph invitation to come to Bethlehem, Pa. Yesterday I was called on the phone by J. M. Larkin, Superintendent Service Department, Bethlehem Shipbuilding Corporation, Bethlehem, Pa. Mr. Larkin is the one who called on me some weeks ago to inquire about the Industrial Representation Plan. Yesterday he stated that they were considering the adoption of something similar to this Plan, and inquired whether you were still available for service in this connection. I told him that a letter had just been received from you, indicating that you had returned from Colorado, and that I felt confident you would gladly respond to an invitation to come to Bethlehem. He said they would wire you at once. He asked concerning the rate of compensation and I told him that I was not authorized to speak for you on this point but that he would of course understand that your time was rather valuable. If you go to Bethlehem I shall hope to see you en route.

Many thanks for your very kind letter of the 22nd inst. Those two years in Colorado were certainly as satisfactory as any years of my life. Am greatly pleased to learn that you and Mr. Rockefeller found the C. F. & I. situation so satisfactory.

With kindest regards,

Yours sincerely,

CJH/A.

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34821

The Roxborough,
Ottawa, June 29, 1918.

Mr. C. J. Hicks,
Assistant to the President,
The Standard Oil Company of New Jersey,
26 Broadway,
New York.

My dear Hicks:

I am indeed obliged to you for your kindness in suggesting my name to Mr. Larkin of the Bethlehem Shipbuilding Corporation, in connection with his inquiries concerning the Colorado Industrial Representation Plan. I received on Thursday a wire from Mr. Larkin, asking me if I could be at Bethlehem, Pa. for a conference on Monday next. I am leaving tomorrow to meet Mr. Larkin there.

I have been spending the week at my little cottage in the Laurentian Hills, at Kingsmere, Quebec, and did not receive until coming in to Ottawa tonight, your letter of June 27th. I do not know where to get you by telegram, or would wire you of my passing through New York early Monday morning. As matters now stand, I fear I shall have gone through New York and on to Bethlehem before this letter is received by you. I shall therefore have to count on getting in touch with you after reaching Bethlehem, or on my way back. If I find on reaching New York that I can get your house address by phone, I shall try to reach you on Monday morning. I have telegraphed Mr. Rockefeller, Jr. of my appointment with Mr. Larkin, and hope to get in touch with him on the way through New York on Monday.

As soon as I become acquainted with Mr. Larkin's intentions, I shall communicate with you further.

Meanwhile, with renewed thanks for your kindness in this matter, and with best regards, Believe me

Yours sincerely,

W. L. MACKENZIE KING

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26 Broadway,

Room 1500. New York, July 1, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear King:

In connection with the consideration of complaints and adjustments at the refineries we have been following a course of procedure not definitely provided for in the original Joint Agreement adopted April 1, 1918. It seemed best, therefore, to suggest that this procedure be incorporated in the Agreement, and this has recently been done by vote of the Directors and by vote of the Employees' Representatives at the refineries. I am sending you herewith a copy of the complete Agreement as amended. The addition referred to is in the last paragraph of Section III.

You will be interested to know that one of the Government representatives who is promoting training courses for Employment Directors has just been asking me to give a lecture in connection with such a course which is to be given at Columbia University, beginning some time in July. He came without a very clear idea as to the subject he wished presented, but when I showed him this Agreement he was very enthusiastic about it, and as an Employment Specialist he was naturally pleased with the prominence given the Employment Director in the different sections of this Agreement.

Am enclosing a list of additional inquiries, supplementing my letter of June 19th.

Yours sincerely,

CJH/A.
Encl.

J. Hicks.

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July 2, 1918.

INDUSTRIAL REPRESENTATION PLAN

NAME AND ADDRESS	REQUESTED INFORMATION CONCERNING
L. E. Rockwell, Financial & Relief Dept., Bowery Branch Y.M.C.A., 8 East 3rd St., New York.	Labor Relationships
Detroit Pressed Steel Co., 1800 Mt. Elliott Ave., Detroit, Mich.	Labor Relationships
I. L. Kandel, The Carnegie Foundation for Advancement of Teaching, 576 Fifth Ave., N.Y.	Labor Relationships; Annuities & Benefits
Bethlehem Shipbuilding Corporation, Bethlehem, Pa.	Labor Relationships; Ind.Rep.Plan,General
San Joaquin Light & Power Corpn., Los Angeles, Cal.	Handling of employees; Annuities & Benefits
Cushman's Sons, Inc., 49 Manhattan St., New York City.	Welfare Work
Union Pacific System, Miss Avis Lobdell, Bureau of Women's Activities, Portland, Oregon.	Welfare Work
F. C. Hood, Hood Rubber Co., Watertown, Mass.	Ind.Rep.Plan,General; Annuities & Benefits
W. G. Stetson, Hood Rubber Co., Watertown, Mass.	Industrial Rep. Plan, General
Magnus W. Alexander, (Natl. Industrial Conference Board) 15 Beacon St., Boston, Mass.	Industrial Rep. Plan, General

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34827

The Roxborough,
Ottawa, July 5, 1918.

Mr. C. J. Hicks,
Assistant to the President,
The Standard Oil Company of New Jersey,
26 Broadway,
New York.

My dear Hicks:

I received, on returning to Ottawa this morning, your letter of July 1st, enclosing copy of the revised joint agreement between the Standard Oil Company and its employees at the New Jersey Refineries. I am greatly obliged to you for acquainting me with the addition to the original agreement, of which your letter makes mention, and for keeping me informed of your progress under the agreement generally.

I was pleased to know of the interest of the Government representative in the New Jersey Plan, and of his desire to have you lecture on the subject at Columbia University. I hope you will take full advantage of the opportunity. You may be interested in knowing that I received, a short time ago, from Mr. Meyer Jacobstein, Director of the School of Employment Management at Rochester, a request to give a somewhat similar lecture on the Colorado Plan. This, also, I understand, is a Government-arranged course of lectures. I wish it had been possible for me to spare the time for this opportunity. How would you like me to suggest your name as that of an alternative lecturer? Up to the present, I have simply acknowledged the letter, promising a possible engagement later on.

Once again I should like to thank you for the great pleasure of the luncheon with Mr. Atterbury and others on Wednesday. I wish, when you next see Mr. Atterbury, you would tell him that I was sorry not to be able to arrange to be with him at Forest Hills to-day. I found, on reaching Tarrytown, that Mr. and Mrs. Rockefeller, Jr. doubted if it was going to be possible for them to go out to Forest Hills, and under the circumstances I thought it advisable to come on here in order to make headway with my book, and to visit Forest Hills a little later, when I shall not be so pressed with other matters. If you will explain this to Mr. Atterbury and at the same time thank him for the great pleasure of being present at the luncheon, I should be much obliged.

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Let me also thank you for the list of additional inquiries, supplementing your letter of June 19th, which was enclosed with your letter just received. I much appreciate your kind co-operation in these matters.

With kind regards,

Yours very sincerely,

W. L. MACKENZIE KING

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34829

26 Broadway,

Room 1500. *New York,* July 9, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear King:

I think you will be interested in the enclosed copy of a bulletin published by the Corn Exchange National Bank of Philadelphia. The enclosed editorial from the Union Labor Advocate of Union County, New Jersey, a county in which one of our refineries is located, will also be of interest to you.

Have you noticed any statements in the Press that the National War Board has handed down a decision in the controversy between the General Electric Company and its employees at Pittsfield, Mass.? The Press report is to the effect that this decision has ordered that the Company discontinue the practice of making individual contracts with employees. The following statement is also announced:

> "The staff of the Labor Board will devise a system of elections by which workers may choose committees to represent them in dealing with the Company."

I thank you for your kind letter of the 5th inst. received this morning. Will pass your message along to Mr. Atterbury the next time I see him. I understand that the Rochester School of Employment Management will probably finish its course within a short time. In any event it hardly seems possible for me to get away to Rochester even though I should be invited to deliver the proposed lecture.

With cordial regards,

Yours sincerely,

CJH/A.
Encl.

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The Roxborough,
Ottawa, July 12, 1918.

Mr. C. J. Hicks,
Executive Assistant to the President,
The Standard Oil Company of New Jersey,
26 Broadway,
New York.

Dear Mr. Hicks:

Mr. King has asked me to send a line to you to acknowledge and thank you for your letter of the 9th instant and its enclosures. He is glad to have the material contained in the documents you have sent.

During these weeks, Mr. King is at his summer cottage near Ottawa, engaged in the work of revising his manuscript. I had but a short time with him yesterday, when your letter came to hand: hence the impossibility of a personal acknowledgment.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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34831

26 Broadway,

Room 1500 New York, Aug. 5, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Dear Friend:

I am enclosing herewith an additional list of inquiries concerning the Industrial Representation Plan. I think that many employers are beginning to see the necessity of allowing collective bargaining. The decision of the War Labor Board in the Bethlehem Steel Company's disupte is announced in this morning's paper, and the right of collective bargaining is one of the outstanding features of that decision. These are certainly stirring times so far as the matter of wage adjustments is concerned, but thus far our Joint Conferences have reached a harmonious and satisfactory conclusion on all of these matters.

With cordial regards,

Yours sincerely,

CJH/A.

Encl.

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STANDARD OIL COMPANY (NEW JERSEY)

INQUIRIES, INDUSTRIAL REPRESENTATION PLAN

July 2nd to Aug. 1, 1918.

NAME AND ADDRESS	REQUESTED INFORMATION CONCERNING:
Ernst B. Behrend, President, Hammermill Paper Co., Erie, Pa.	Industrial Rep. Plan, General
Mr. Ingalls, Engineering & Mining Journal, 10th Ave. & 36th St., N.Y.	Industrial Rep. Plan, and other benefits
B. D. Cadwell, President, Wells Fargo Co., 51 Broadway, N.Y.	Industrial Rep. Plan, General
S. Park Harman, Asst. Dir., War Emergency Course, University of Rochester, Rochester, N.Y.	Industrial Rep. Plan, General
Lenoard W. Hatch, Chief Statistician, State Industrial Comm., Albany, N.Y.	Industrial Rep. Plan, General
James T. Young, Prof. Public Administration, Wharton School of Finance & Commerce, University of Pa., Philadelphia, Pa.	Ind. Rep. Plan, Gen., Labor relationships
The Stenotype Co., R.M.Bowen, Chmn., Indianapolis, Ind.	Ind.Rep.Plan,Gen.; Labor Rel.; Annuities & Ben.
L. S. Starrett Co., Athol, Mass.	Industrial Rep.Plan,Gen.; Annuities & Ben.
Sherwin-Williams Co., Newark, N.J.	Betterment plans; bonuses.
R. Wallace & Sons, Mfg. Co., Mr. R. J. Marsh, Wallingford, Conn.	Industrial Relations
Marguerite W. Jordan 44 Court St., Brooklyn, N.Y. (Refractories Mfrs. Assn.)	Industrial Rep. Plan, Gen.
P.P.Davis, President Mt. Union Refractories Co., Pa., and Thos. W. Kurtz, President, Standard Refractories Co. called with Miss Jordan with reference to	Industrial Rep. Plan, General.

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34833

Ottawa, August 7, 1918.

Mr. C. J. Hicks,
Executive Assistant to the President,
The Standard Oil Company of New Jersey,
26 Broadway,
New York.

My dear Hicks:

I have just received your letter of the 5th instant, enclosing an additional list of inquiries concerning the Industrial Representation Plan. Please accept my most cordial thanks for your kindness in forwarding the list.

The War Labor Board appears to be stirring up industries generally, and I should not be surprised if there would be a run for cover under something like the Colorado Plan, of most of the ~~Bidge~~ industries in the United States.

With kindest regards, Believe me,

Yours sincerely,

W. L. MACKENZIE KING

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6606-2000

34834

26 Broadway,

Room 1500. *New York,* Sept. 4, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear King:

You will note from the enclosed supplemental list that we are still receiving many inquiries concerning the Industrial Representation Plan.

With reference to the General Electric Company, Mr. Bedford, Mr. Hunt and I were invited to lunch with the Chairman of the Board, President, Vice-President and the Works Manager from Lynn. They asked our counsel and we learned that you had been there for several days and had prepared a plan for submission to the wage-earners.

The points discussed involved the question of whether this plan should be voted on at once, or whether the employees should first be invited to elect representatives. I counselled the latter plan as it seemed to me that the first plan might be received unfavorably by a large percentage of the employees. Have not heard anything about this matter since the day of our luncheon. Shall be glad to talk it over with you some day when you are in the City.

Yours sincerely,

CJH/A.
Encl.

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34835

Sept. 3, 1918.

INQUIRIES CONCERNING
INDUSTRIAL REPRESENTATION PLAN

NAME AND ADDRESS	REQUESTED INFORMATION CONCERNING
Corn Products Refining Company, 17 Battery Place, New York City.	Industrial Representation Plan, General
Scoville Manufacturing Co., Waterbury, Conn.	Industrial Representation Plan, General
U.S.Boys' Working Reserve, Eleele, Kauai, Hawaii.	Industrial Representation Plan, General
Bridgeport Brass Co., Bridgeport, Conn.	Industrial Representation Plan, General
Beckert Paper Co., Hamill, Ohio.	Industrial Representation Plan, General
Employers' Assn. of Eastern Mass., 166 Devonshire St., Boston, Mass.	Industrial Representation Plan, General
General Electric Co., West Lynn, Mass.	Industrial Representation Plan, General
C. Kenyon Co., 754 Pacific St., Brooklyn, N.Y.	Industrial Representation Plan, General
Smith & Dove Manufacturing Co., Andover, Mass.	Industrial Representation Plan, General
Wright-Martin Aircraft Corporation, Welfare Dept., Long Island City, N.Y.	Welfare Work; Living Conditions.
Paul Super, 347 Madison Ave., N.Y.	Welfare Work.

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The Roxborough,
Ottawa, September 7, 1918.

Mr. C. J. Hicks,
Executive Assistant to the President,
The Standard Oil Company of New Jersey,
26 Broadway,
New York.

Dear Mr. Hicks:

I have sent on to Mr. King at Kingsmere, your letter of the 4th instant and its enclosure of a supplementary list of inquiries concerning the Industrial Representation Plan.

If no personal reply should be possible immediately, on account of the urgency of the work on which Mr. King is now engaged, would you please accept this note as an acknowledgment.

Yours very truly,

F.A. McGREGOR

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34837

The Roxborough,
Ottawa, September 19, 1918.

Mr. C. J. Hicks,
Executive Assistant to the President,
The Standard Oil Company of New Jersey,
26 Broadway,
New York.

My dear Hicks:

Mr. McGregor has acknowledged your letter of the 4th instant.

I expect to be in New York next week, and shall try to see you while there. I shall then be able to have a talk with you about the matters to which your letter refers.

Your counsel in advising that the employees of The General Electric Company should be invited to elect representatives before being asked to vote upon the plan accorded exactly with the advice I had given myself. Under the circumstances, I presume I am safe in saying that such counsel was eminently wise.

Yours sincerely,

W. L. MACKENZIE KING

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6606-3000

34838

26 Broadway,

Room 1500 *New York,* Oct. 4, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear King:

Have been disappointed in not seeing you in New York during the past week as I had counted on a visit with you.

Am enclosing herewith a list of additional inquiries concerning the Industrial Representation Plan. You will be interested to know that yesterday's meeting of the Board of Directors of the National Manufacturers Association was devoted to consideration of this subject. I was given an hour to explain the workings of the Plan, and we talked the matter over later, at a luncheon conference. The President of that body informed me that he will urge that the Association recommend to all members that some such plan be adopted.

With kindest regards,

Yours sincerely,

CJH/A.

Encl.

J. Hicks

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INQUIRIES CONCERNING
INDUSTRIAL REPRESENTATION PLAN.

Sept. 1st to Oct. 1st
1918

NAME AND ADDRESS	REQUESTED INFORMATION CONCERNING
A. W. Shaw Co., Bureau Business Standards, 461 Fourth Ave., New York City.	Benefits, general; Women workers; Welfare work; employment department; Industrial relations.
A. H. Young, International Harvester Co., Chicago, Ill.	Industrial Rep. Plan, General
F. S. Turbett, Tide Water Oil Company, 11 Broadway, New York City.	Industrial Rep. Plan, General
Edw. D. Jones, Director of Course Materials, War Industries Board, Washington, D.C.	Industrial Rep. Plan, General
W. F. Shillito, The Alabama Company, Birmington, Alabama.	Industrial Rep. Plan, General; Annuities & Benefits.
Stamford Rolling Mills Co., Sprindgale, Conn., Mr. L. G. Kibbe, Vice-Pres.	Ind. Rep. Plan, S.O.Co. (N.J.); Ind. Rep. Plan, C. F. & I. Co.
John W. O'Leary, 5757 West 65th St., Chicago, Ill.	Industrial Rep. Plan, General
Holmes & Edwards Silver Co., Bridgeport, Conn.	Industrial Rep. Plan, General
Cluett, Peabody & Co., W. E. Godfrey, Troy, New York.	Industrial Rep. Plan, General
W. F. Shore, President, Cotton Manufacturers' Association, Fall River, Mass.	Industrial Rep. Plan, General
Howard Elliott, Chairman, Northern Pacific Railway Co., 34 Nassau St., New York City.	Ind. Rep. Plan, General, for Prof. C.I.Steels, Pres., Belgian Mission on Industrial Management.
Stephen C. Mason, President, Natl. Assn. of Manufacturers, Oliver Bldg., Pittsburgh, Pa.	Ind. Rep. Plan, General

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NAME AND ADDRESS	REQUESTED INFORMATION CONCERNING
Schwarzenbach, Huber & Co., 470 Fourth Ave., New York City.	Industrial Rep. Plan, General
C. L. Close, Room 1612, 71 Broadway, New York City.	Industrial Rep. Plan, General
Fifty additional sets of outline with exhibits sent to Mr. M. W. Alexander, National Industrial Conference Board, 15 Beacon St., Boston, Mass., whose name is already on list. (Ind. Rep. Plan).	

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34841

26 Broadway,

Room 1500 New York, Oct. 22, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear King:

Yesterday I received a telegraph inquiry from A. H. Young of Chicago as to where he could get in touch with you. Mr. Young is an old acquaintance of mine. He was formerly connected with the Illinois Steel Company, Chicago. Later he was manager of the American Museum of Safety, New York City. A few months ago he accepted a position as manager of the Industrial Relations Department of the International Harvester Company.

About a month ago he came to this office for a conference concerning the Industrial Representation Plan, and told me that he was prepared to recommend to the Harvester Company the inauguration of a similar Plan. I hope this telegram means that you will have an opportunity to counsel in this very important situation.

Perhaps you will remember my report of a conference with Mr. McCormick over two years ago, when I urged that he get in touch with Mr. Rockefeller or yourself. I cite this to show the fact that this matter has been under consideration for some time, and I hope that the situation is now ripe for immediate action.

With cordial regards,

Yours sincerely,

CJH/A.

J. Hicks

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The Roxborough,
Ottawa, October 25, 1918

Mr. C. J. Hicks,
Executive Assistant to the President,
The Standard Oil Company of New Jersey,
26 Broadway,
New York.

My dear Hicks:

I have just received your letter of the 22nd instant; and by the same mail received a communication from Mr. McCormick enclosing a copy of a draft plan for the creation of a joint committee proposed for consideration by the officers of the International Harvester Company.

I remember quite well your report of a conference with Mr. McCormick over two years ago, when you urged that Mr. McCormick get in touch with Mr. Rockefeller, Jr. or myself. Your kindness in this particular was supplemented by a like interest on Mr. Rockefeller's part. In a recent letter from Mr. Rockefeller, he told me of the conference he had recently had in his office with Mr. Young, and also enclosed a copy of a communication from Mr. McCormick indicating that I should likely be invited into conference over the plan of representation which the Company had under consideration.

I am leaving at the end of this week for Colorado, and have wired Mr. McCormick that I should be glad to stop over in Chicago on Wednesday next, to confer with him or other officers of the Company with respect to the plan. I appreciate much more than I can say your generous interest in this matter, and should like again to thank you for your original suggestion and kind co-operation.

Copied - 164.7

I have still about two days' work in the way of proof reading of my book before that will be completely out of the way. For some weeks past I have given up all correspondence other than such as was of the most pressing nature. Among letters which have come to hand in that time and which have remained unacknowledged up to the present, is one from yourself of the 4th of October, enclosing a list of additional

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inquiries concerning the Industrial Representation Plan, and telling me of your meeting with the Board of Directors of the National Manufacturers' Association. I am indeed delighted to have the confirmation which every letter from you seems to bring of the increasing interest with which the large industrial corporations are viewing the idea of representation of employees in matters of mutual interest to themselves and the management. Already, this interest has taken on the complexion of a movement, which I believe will be far-reaching, both in its proportions and its effects. I hope the book I have just completed, and a copy of which will go to you almost as soon as it is published, will also be helpful in furthering what is fundamental in the ideas underlying the plans with which we have both had to do.

You are not more sorry than I am that we have not had opportunity of conference together. My conferences have been as limited as my correspondence; but I hope soon to get back into normal ways again, and I trust we shall have some opportunity of meeting at least before the Christmas season. My trip to Colorado is in connection with the Great Western Sugar Company. I shall probably be engaged five or six weeks in getting under way plans of representation of the employees of the several factories of this Company.

With kindest regards, and again thanking you for your generous assistance, Believe me,

Yours very sincerely,

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6606-3000

34844

26 Broadway,

Room 1500. *New York,* Nov. 4, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear King:

In accordance with agreement, I am handing you herewith supplemental list of inquiries concerning our Industrial Representation Plan. The interest in this subject is increasing very rapidly. Several of these important inquiries have been made through personal calls by officials of the companies.

I am deeply interested in your letter of October 25th. I am sure you will enjoy another stay at Colorado, and shall be interested to learn later of the success of your plans with the Great Western Sugar Company and the International Harvester Company.

Shall look forward with much interest to receiving a copy of your book.

With cordial regards,

Yours sincerely,

CJH/A.

Encl.

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Oct. 1st to Nov. 1st, 1918.

INQUIRIES, INDUSTRIAL REPRESENTATION PLAN

NAME AND ADDRESS	REQUESTED INFORMATION CONCERNING
H. Mueller Mfg. Co., Decatur, Ill.	Ind. Rep. Plan, General
Meese & Gottfried Co., 658 Mission St., San Francisco,Cal.	Ind. Rep. Plan, General
Continental Motors Corpn., Detroit, Mich.	Ind. Rep. Plan, Gen.; Payment of Bonuses
Carpenter Steel Co., Reading, Pa.	Ind. Rep. Plan, General; Co-operation.
James A. Emery, Union Trust Bldg., Washington, D.C.	Ind. Rep. Plan, Gen.; C.F. & I. Plan
Ferracute Machine Co., Bridgeton, N.J.	Ind. Rep. Plan, General
Natl. Assn. of Manufacturers, 30 Church St., N.Y. City.	Ind. Rep. Plan, Gen.; (25 copies for distribution to members)
Hazel-Atlas Glass Co., Washington, Pa.	Ind. Rep. Plan, General
Elmer Galloway, United Industries Div., War Work, Campaign, 347 Madison Ave., N.Y.	Ind. Rep. Plan, General
War Dept., Bureau of Aircraft Production, Detroit, Mich. T.P.Myers, Mgr.	Ind. Rep. Plan, General
Packard Motor Car Co., Detroit, Mich.	Ind. Rep. Plan, General
Emergency Fleet Corporation, Industrial Relations Dept., Philadelphia, Pa.	Ind. Rep. Plan, General
Worthington Pump & Machinery Corpn., 115 Broadway, N.Y.City.	Ind. Rep. Plan, General
E. W. Bradwin, 67 Pembroke St., Toronto, Canada.	Ind. Rep. Plan, General
Chelsea Fibre Mills, Greenpoint, Brooklyn, N.Y.	Ind. Rep. Plan, Gen.; Annuities & Benefits
Independence Bureau, 137 S. 5th St., Philadelphia, Pa. H.W.Forster, G.M.	Ind. Rep. Plan, General
H. F. J. Porter, 200 Fifth Ave., New York City.	Ind. Rep. Plan, General
Swift & Co., Newark, N.J.	Second inquiry re Plan.

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34816

November 9, 1918

Mr. C. J. Hicks,
Executive Assistant to the President,
The Standard Oil Company of New Jersey,
26 Broadway,
New York.

My dear Hicks:

Many thanks for yourletter of November 4 and its enclosure, received to-day. It is splendid to see the interest being taken in the Industrial Representation Plan by the large industrial concerns of this country.

Mr. McGregor and I have had a most interesting week visiting the Colorado factories of the Great Western Sugar Company. Next week we visit the Montana and Nebraska factories. The work of the C.F.and I.Company seems to have been watched with deep interest and genuine admiration by the officers of the Sugar Company. It is really delightful to see how well everyone speaks of what has been done.

I have just had the pleasure of a talk with Mr. Minear. He tells me that Mr. Stickel and he make a great team together, and that the work of the Advisory Board is progressing in splendid shape. Mr. Minear is hoping to see you in the east before very long.

The publishers tell me the book will be ready the last week of this month. I hope you will not be too greatly disappointed in the contents.

With best wishes and kind remembrances, Believe me,

Yours very sincerely,

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26 Broadway,

Room 1500. New York, Nov. 23, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear King:

I thought you might be interested in the enclosed copy of letter received from F. A. Anderson of Minneapolis. I know nothing of his record except that the Minneapolis Y.M.C.A. people speak well of him. Have thought that he is a man that would probably be worth looking up in case some Company is inquiring for someone to take a responsible relation to their Industrial Betterment work.

Yours sincerely,

CJH/A.

Encl.

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COPY

TWIN CITY RAPID TRANSIT COMPANY
Minneapolis, Minn.

November Seventh
1918

C. J. Hicks, Esq.,
Executive Assistant to the
President, Standard Oil Company (New Jersey)
26 Broadway, Room 1500, New York City.

My dear Mr. Hicks:-

I have read with great interest the plan outlined in the material you sent me recently. I shall make some further inquiries after I have studied the plan more closely.

If it is not presuming too much, I should like to discuss with you the problem confronting me at the present time. After speaking to Mr. Wiley about the matter I feel at liberty to write to you in this personal way and ask that you consider this strictly confidential. I have asked Mr. Wiley to give me a note of introduction to you and the same is herewith attached.

Twelve years ago I came to Minneapolis and entered the Y.M.C.A. under Mr. Wiley as religious work director. During the seven years in that position we developed, along with other phases of the work, a very comprehensive extension program. In fact it became known throughout the city as the big piece of work being done. Because of the personal relationships established with the employes of the Street Railway Company and the success of our appeal to them, this Company asked me to undertake the organization and development of a social service department among their employees. I have been with this Company now since August 1913 and feel that we have a very successful plan of industrial social service in operation. Our plan includes an Employes' Mutual Benefit Association with a staff of ten physicians, a visiting nurse and two clerks;a Co-operative Association which deals directly with industrial relationship of employees and employers; other activities such as educational classes and lectures, health propaganda, musical organizations, an employes' loan department, various kinds of entertainments, and a service bureau which seeks to handle any or all problems of the individual. The continued success of these different organizations and activities can only be judged by the results we have and are obtaining and the liberal co-operation actually existing between the men and the management.

The work here has been exceedingly interesting and profitable and I feel that I have developed along with the growth of the work but I have gotten about as far as I can get in this work with this particular Company which, as you know, is a public service corporation. Being a public service corporation directly influenced and its policy pretty largely determined by local politics, there are a good many things which we cannot do that should be done. My present relationship with the Company is exceedingly pleasant and the president recently urged me to stay when I was offered another position, and, as far as I know, there is no reason why I should not stay in this position indefinitely but unless one sees a future of larger service and larger possible development ahead he is in danger of becomming stale. The problem of industrial readjustment appeals to me to be the big problem which we have immediately ahead of us to solve. With seven years Y.M.C.A. experience and five years of direct contact with this industrial question

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and with constant study on the general problem I feel that I should inquire into the possibilities of the future and definitely shape up in my own mind what the future is in this line of work.

I am sending under separate cover a copy of our Co-operative Association's constitution, our Benefit Association's constitution and last year's annual report which may be of value to you in your considering this letter. I assure you that I shall appreciate your counsel in this matter very much.

Sincerely yours,

(Signed) F. A. Anderson

Social Service Director

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34850

The Roxborough,
Ottawa, December 13, 1918

Mr. C. J. Hicks,
Executive Assistant to the President,
The Standard Oil Company of New Jersey,
26 Broadway,
New York.

My dear Hicks:

I have received your letter of November 23, with its enclosure.

I have had some correspondence with Mr. F. A. Anderson, and as a matter of fact recommended him to the Great Western Sugar Company for a responsible position in connection with their industrial betterment work. The Great Western Sugar Company made Mr. Anderson an offer, which I am quite sure is the one referred to in his communication to you. It meant an increase over the amount he was receiving from the Street Railway Company, but on conference with the President of the Company, Mr. Anderson felt that he ought to remain with that concern, seeing that they were willing to adjust his salary accordingly.

It may not be too late for Mr. Anderson still to receive consideration from the Great Western Sugar Company, though of this I do not speak with any degree of certainty. I am glad to know he is available for work of the kind, and shall be glad to communicate with him in the event of some suitable opening being brought to my attention.

Yours very sincerely,

W. L. MACKENZIE KING

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6606-3000

34851

26 Broadway,

Room 1500. New York, Dec. 11, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear King:

I am sending you herewith list of inquiries concerning our Industrial Representation Plan that have been received during the past month. You will note that the interest in this subject continues. In fact, it is growing, and I have no doubt that Mr. Rockefeller's address at Atlantic City will greatly stimulate such interest.

Mr. Stickel writes me that you have made some improvements in the C. F. & I. Plan, and that these improvements will be incorporated in the Plan recommended to the Great Western Sugar Company. I am much interested to know just what these improvements may be.

I am sending this to Ottawa as I have no definite information as to your Colorado address.

Hoping it may be my good fortune to see you in New York after you have finished the Colorado trip, I am, with cordial regards,

Yours sincerely,

J. Stickel.

CJH/A.

Encl.

P.S. Have been urging Swift & Company to get in touch with you. They are interested in the Plan and need expert help.

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INQUIRIES, INDUSTRIAL REPRESENTATION PLAN
November 4th to December 3rd
1 9 1 8

NAME AND ADDRESS	REQUESTED INFORMATION CONCERNING
Employes' Mutual Benefit Assn., F.A.Anderson, Social Service Dir., 1 S. 11th St., Minneapolis, Minn.	Industrial Rep. Plan, General
Rosamond Eliot, 27 Barrow St., New York City.	Industrial Rep. Plan, Gen.; Collective Bargaining
Locomobile Co. of America, Bridgeport, Conn.	Industrial Rep. Plan, General
Prof. John R. Commons, University of Wisconsin, Madison, Wisc.	Industrial Rep. Plan, General
E. R. Alderson, c/o Great Northern Mfg. Co., 215 W.Randolph St., Chicago, Ill.	Industrial Rep. Plan, General
General Electric Co., N.J.Darling, Asst. Mgr., Erie Division, Erie, Pa.	Industrial Rep. Plan, General
General Motors Corporation, Detroit, Mich. (Herbert H. Rice)	Industrial Rep. Plan, General
Greenfield Tap & Die Corpn., Kingman Brewster, Vice-Pres., Greenfield, Mass.	Industrial Rep. Plan, General
Gilbert L. Campbell, Room 304, 31 West Lake St., Chicago, Ill.	Industrial Rep. Plan, in connection with course of training for Employment Managers
Dr. Addison W. Baird, 239 West 70th St., New York City.	Industrial Rep. Plan, General
F. W. Keough, Editor "American Industries," 30 Church St., New York City.	Industrial Rep. Plan, General
Sears, Roebuck & Co., Chicago, Ill.	Industrial Rep. Plan, General
Louisville Varnish Co., Mr. A.J.Fueglein, Secy., Louisville, Ky.	Industrial Rep. Plan, Gen.; Profit-sharing
Westinghouse Electric & Mfg. Co., East Pittsburgh, Pa. (L.A.Howe)	Industrial Rep. Plan, General
Brandegee, Kincaid & Co., Utica, N.Y.	Industrial Rep. Plan, General
Anderson Pace, United Publishers Corpn., 243 W. 39th St., New York City.	Industrial Rep. Plan, General
Emergency Fleet Corpn., Industrial Relations Div., U.S.Shpg. Bd., Philadelphia, Pa.	Industrial Rep. Plan for publication
Geo. W. Harris, Traction Building, Cincinnati, Ohio.	Industrial Rep. Plan, General

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Name and address	Requested information concerning
Taylor-Forbes Co., Guelph, Canada.	Industrial Rep. Plan, General
H. F. J. Porter, Fifth Ave. Bldg., 23rd St. & 5th Ave., New York City.	Industrial Rep. Plan, General
Manufacturers' Association of Bridgeport, Bridgeport, Conn.	Mr. Hicks addressed meeting at Bridgeport on Nov. 4/18 re Ind. Rep. Plan
United States Rubber Co.	Mr. Hicks addressed 20 Superintendents of various plants of U.S.Rubber Co. at luncheon in New York on Nov. 14/18.

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The Roxborough,
Ottawa, December 14, 1918

Mr. C. J. Hicks,
Executive Assistant to the President,
The Standard Oil Company of New Jersey,
26 Broadway,
New York.

My dear Hicks:

I have just received to-day your letter of the 11th instant, enclosing additional names of persons who have been inquiring concerning the Industrial Representation Plan. Please accept my most cordial thanks for this information.

I expect to be in New York toward the end of next week, and hope to have the pleasure of seeing you while there.

Yours sincerely,

W. L. MACKENZIE KING

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34855

26 Broadway,

Room 1500. *New York,* Dec. 19, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Dear Mr. King:

I am just in receipt of a copy of your new book, and am taking it home for careful perusal. Please accept my very hearty thanks for your kindness. I am sure that the book will bring me much pleasure and profit.

Am looking forward to seeing you within the next few days.

Yours sincerely,

CJH/A.

J. Hicks.

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CANADA

T6886

My dear Rex

Am so sorry to
hear that you are laid
up. As the children
are going for a walk I
thought I would send
you & a wee drop
of chicken broth,

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CANADA

34857

I hope you will
enjoy it.

Ring me up when
you are home
You must let
Bea

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CANADA

34858

January 23, 1918.

My dear Bee:

You are right about me having been a wee bit tired the evening I had the pleasure of having dinner with you and your friends. I am sending this note from St. Luke's Hospital, where I have been since Saturday last. There is nothing wrong, the trouble simply being that of an infected arm, which gives a pain like to acute rheumatism. I think it is only the consequence of being a little tired, and a reaction after the strain of the last month.

The proposal you make, of dinner at the Golf Club, was one that was all along in my mind, but I imagine we shall have to postpone it for a few days, as, while I hope to get out of here tomorrow, it may be prudent to keep fairly quiet for the next few days. When I get in shape again, I shall ring you up, and perhaps we can arrange to get one or two congenial friends and all have dinner together some evening.

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I hope you continue to get good word from Hanny. I suppose you are beginning to count the days now until his return.

With kindest remembrances, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

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34860

Greene Hill & Hill.
Barristers and Solicitors
Successors to
(Lewis, and Pinhey,)
Established 1854.
Wentworth Greene. Hamnett P. Hill.
Alexander C. Hill.

110 Wellington Street.
Ottawa. Canada.

11th april 1918

My dear Rex

Of there is one thing more than another that we millionaires like it is to listen to each other swallow soup - You can therefore appreciate what a pleasure it will be to me to be present at your dinner to Mr Rockefeller on Saturday evening

My wife and I have been trying to persuade you to answer your phone for the past two days to dine with us tonight - Could you tear yourself away from your economic studies long enough to give us this pleasure - would you kindly phone us? Sincerely yours.

H. Hume Cameron Papers

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CANADA

ALL QUOTATIONS, ORDERS, CONTRACTS AND SALES ARE SUBJECT TO CAR SUPPLY, STRIKES, ACCIDENTS AND CAUSES BEYOND OUR CONTROL.

34861

HILLCREST COLLIERIES
LIMITED.

GENERAL OFFICES & MINES AT
HILLCREST, ALBERTA.

PLEASE ADDRESS ALL CORRESPONDENCE
TO THE COMPANY & NOT TO ANY INDIVIDUAL.

OFFICE OF THE MANAGING DIRECTOR.
112 ST. JAMES STREET.

MONTREAL. 10th April, 1918.

Hon. W. L. Mackenzie King,

Ottawa, Ont.

Dear Sir:-

With a view to improving mining conditions in Alberta, we would like to familiarize ourselves with the work done by Mr. Rockfeller in the Colorado Fields, with which I understand you are quite familiar.

If you could suggest any published articles and illustrations, we would be obliged.

Yours very truly,

Hillcrest Collieries, Limited,

John M. Macken

JMM/MMB. Managing Director.

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CANADA

The Roxborough,
Ottawa, April 11, 1918.

Mr. John M. Mackie,
Managing Director, Hillcrest Collieries, Limited,
112 St. James Street,
Montreal, Que.

Dear Sir:

In reply to your letter of the 10th instant, just received, I am sending you under separate cover copies of one or two pamphlets and addresses which outline the plan of industrial representation introduced at Mr. Rockefeller's instance in the mines and steel works of the Colorado Fuel and Iron Company.

If you would write Mr. J. F. Welborn, President of the Company, whose address is Boston Building, Denver, Colorado, and request copies of the "Industrial Bulletin" which have been issued since the time the Plan was put into operation, Mr. Welborn would, I am sure, be pleased to send you a complete file of this publication. It outlines from month to month proceedings under the Plan.

Yours very truly,

W. L. MACKENZIE KING

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ALL QUOTATIONS, ORDERS, CONTRACTS AND SALES ARE SUBJECT TO CAR SUPPLY, STRIKES, ACCIDENTS AND CAUSES BEYOND OUR CONTROL.

34863

HILLCREST COLLIERIES
LIMITED.

GENERAL OFFICES & MINES AT
HILLCREST, ALBERTA.

PLEASE ADDRESS ALL CORRESPONDENCE
TO THE COMPANY & NOT TO ANY INDIVIDUAL.

OFFICE OF THE MANAGING DIRECTOR.
112 ST. JAMES STREET.

MONTREAL. 12th April 1918

Hon. W.L.Mackenzie King,
The "Roxborough",
OTTAWA, ONTARIO.

Dear Sir,

We very much appreciate your courtesy in forwarding us copies of some pamphlets, issued by the Colorado Fuel & Iron Company, illustrating the Colorado Industrial Plan.

Acting on your suggestion, we are writing Mr. Welborn, requesting copies of the Industrial Bulletin.

With best wishes, believe me,

Faithfully yours,

HILLCREST COLLIERIES, LIMITED,

J. M. Mackie

Managing Director.

JMM/H.

W. L. Mackenzie King Papers

Volume 39

PUBLIC ARCHIVES PUBLIQUES
CANADA

34864

The Roxborough,
Ottawa, July 24, 1918.

Mr. John Hilton,
The Garton Foundation,
3-B Deans Yard, Westminster, S.W.,
London, England.

Dear Mr. Hilton:

On the 7th of August and on the 4th of October last year, you very kindly supplied me with information concerning the Garton Foundation, the Whitley Committee, etc. I am about to bring out a book on which I have been working for some time past, which relates to principles underlying industrial reconstruction. In this volume, I am dealing at some length with the recommendations of the Whitley Report. I am anxious, however, to bring out the evident relation of the work of the Garton Foundation to the proposals of the Whitley Committee, and also to make mention of the contribution made in this connection by Mr. Malcolm Sparkes.

Would there be any objection to my using, with discretion, such information as is contained in the two letters above mentioned? If not, I should like, without indicating the source, to embody the substance of what you have so kindly given me.

When I receive from the printers the galley proof of my book, I shall very gladly send you the part which makes mention of the Garton Foundation and the Whitley Committee, and should be glad to receive your approval of other comment upon it before the book is finally printed. Meanwhile, however, I have thought it would help to expedite matters were I in a position to feel free to use such information as I have in hand in any manner that seems appropriate. Possibly, too, knowing my wishes, it might be possible for you to give me additional data which would be of interest to the public and which it would be entirely appropriate for me to use in a volume written on this side of the Ocean. I understand, of course, wherein it would be most unwise to detract in any way from the just measure of praise to which the Whitley Committee is entitled for the recommendations it has put forward. I understand how important it is, from a public point of view, that matters of public policy should appear as largely such as possible, and how ready sections of the public are to give a sanction to public measures which they would be inclined to withhold from identical projects when put forward under private auspices.

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At the same time, I can see only an historical setting for the Whitley Reports, and I think it is owing their importance that the genesis of the ideas they contain should be indicated in any work which touches upon recent developments. If, therefore, you are at liberty to give me any further information, or could, without inconvenience, have me brought up to date as respects the development of the Whitley scheme itself, I should feel most grateful.

I hope to have all of the copy of my book in the printer's hands not later than the end of August. I am looking forward, when the book is published, to visiting England, and possibly spending the winter in London, with a view to making a close study of industrial developments. Should it be possible for me to carry out this programme, I trust it will afford me the opportunity of making your acquaintance. I need scarcely say that I look forward to the prospect with great pleasure.

In sending this line, I should like to express anew my appreciation of the Garton Foundation's Memorandum. Having once read it through, it has been impossible for me not to have my own thought considerably colored by it, and, in the revision of material written before I saw its pages, not to have made use of much of the material it contains. I hope, however, to make due acknowledgment of the assistance received in this way. No doubt, in availing myself of the many excellent features of the Report, I have been only furthering the purpose of the Foundation itself.

Yours very truly,

W. L. MACKENZIE KING

P.S. - You have doubtless observed that the Joint Committees established under the Industrial Representation Plan of the Colorado Fuel and Iron Company are very similar in purpose and structure to the Works Committees recommended in establishments where there is little in the way of organization on the part of either Capital or Labor. I do not suppose that the Colorado Plan was known to any member of the Garton Foundation at the time of the preparation of its Memorandum. My purpose in asking to be informed whether such was the case is that I may make mention of a somewhat similar development, more or less simultaneously, on both sides of the Atlantic, but without knowledge on the part of either of what was transpiring in this direction.

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CANADA

34866
153.2

THE GARTON FOUNDATION

SECRETARY:
LT.COL.THE HON. MAURICE V. PRETT, M.V.O.

TELEPHONE: 1805 VICTORIA.
TELEGRAMS: GARTOFOUND, LONDON.

3a, DEANS YARD,
WESTMINSTER, S.W. 1.

9th August 1918.

Dear Mr. King,

Many thanks for yours of July 24th. Please make whatever use you like of the information contained in my letters. I cannot at the moment put my hand on a copy of the first letter of a year ago, and perhaps I had better make clear in a few words, even at risk of repetition, the relation between the Garton Foundation Memorandum and the Whitley Report.

Our Memorandum was prepared with the collaboration ~~of~~ and under the guidance of a group of about fourteen men. Among these were two which afterwards became identified with the Whitley Committee - one as a member of that Committee and the other as Secretary. It would therefore be hardly correct to say that the Whitley proposals were taken from our Memorandum: in some degree the two documents were ~~in part~~ of common inspiration. Besides this I was personally in close touch with the Secretary of what was then the Reconstruction Committee (of which the Whitley Committee was a Sub-Committee) during the whole time that our Memorandum was being prepared.

Malcolm Sparkes was another independent link between the two documents. He joined our group at a late stage in the preparation of the Memorandum and contributed to it the culminating idea of joint standing industrial parliaments. About the same time he wrote an article in a Quaker journal upon the subject. This was seen by Mr. Whitley who is a member of the Society of Friends and Mr. Whitley wrote to Sparkes asking him if he would prepare a memorandum on self-government for the Building Trades for the Whitley Committee. This he prepared under our aegis, for he had then become a voluntary member of our staff, and his memorandum did its part in influencing the Whitley Committee towards the same conclusions which we had already reached.

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May I say that we have no desire whatever to assert any public claim to be the originators of the Whitley proposals. It has been our policy from the beginning to keep our work in the background and to be quite content with the consciousness of influencing thought and action in the right direction, so do not think there is any obligation upon you to give the work of the Garton Foundation any marked prominence in explaining recent industrial development in this country. Indeed ideas of this kind are usually "in the air" and their origin cannot rightly be ascribed to any particular individual or group. Unquestionably the greatest measure of credit belongs to the Whitley Committee in that they were able to discriminate between a large number of schemes and selected for official endorsement the one most likely to yield fruitful results.

I am not sure if I told you of the deplorable situation in regard to Malcolm Sparkes. He comes of a long line of Quakers and ought to have been exempted under the Military Service Acts from military service, but owing to a long series of blunders and rather stupid military persecution he was arrested within a few days of his memorandum being presented to the Whitley Committee, was sentenced to two years hard labour and has ever since been in Wandsworth Prison. Many efforts have been made by the Building Trades Unions and by public men to secure his release in order that he might carry on the work he initiated, but thus far all to no avail. This is outside the scope of your subject, but I mention it as a matter of regretful interest.

You are quite correct in assuming that we had no knowledge when our Memorandum was in preparation of the joint committees established under the Industrial Representation Plan of the Colorado Fuel and Iron Company. I read the booklets describing this scheme which you very kindly sent me and found them extraordinarily interesting, particularly in view of the similarity of the underlying ideas.

As soon as the galley proof comes to hand I will go through it and return it with any comments, but if there should be delay please take it that anything I have written may be freely used at your discretion.

Yours faithfully,

W.L. Mackenzie King Esq.

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AGNES MEMORIAL SANATORIUM
DENVER, COLORADO

34868

My dear Mr. King:

I must begin this note of thanks with an apology. Dr. Holden intended acknowledging your splendid book himself, but after he left the service, he found such an accumulation of affairs awaiting him here and at the Red Cross that his correspondence was put off. And then he got that dread-

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Jul Influenza, and isn't himself 34869
any means. He has been ordered to Cali-
fornia, and as soon as he is able to
travel, he and Jane going there for several
weeks.

I can't express to you our pleasure in
owning your very Scholarly Work, and
the added pleasure that your having
given it to us means to us.

Dr. Holden has called to me (he is still
in bed) to give you his regards and his
thanks for your thoughtfulness.

Very sincerely,
Blair Holden

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CANADA

The Roxborough,
Ottawa, September 25, 1918.

Messrs. H. O. Houghton & Company,
The Riverside Press,
Cambridge, Massachusetts.

Dear Sirs: re INDUSTRY AND HUMANITY.

I am forwarding under separate cover, in two separate envelopes, revised galley proof of Chapters I and II of the above. I shall forward tomorrow - possibly by a later mail this evening - the remainder of the galleys now in my possession, i.e., up to 25 inclusive. Additional galleys will be read immediately upon their receipt, and immediately forwarded.

In the revision of the proofs sent to-day, some changes have been made, the necessity of which has been occasioned by the proof as set. Where any such have been made I have sought to indicate, by a red mark in the outer right hand margin, that the responsibility for the change lies with the Company rather than with me.

I have received the manuscript of the part of the book which is in the nature of an Introduction, but I have not received the galley proof of that part. There has been a doubt in my mind as to whether the Introduction should commence the book, or whether it should appear immediately after a Prefatory Note which is to be at the beginning of the book. I have left this matter to Mr. Greenslet's judgment. Would you kindly, therefore, before beginning the numbering of the pages, ascertain from Mr. Greenslet whether the Introduction is to constitute page one, or whether page one is to begin with the beginning of Chapter I. My feeling at the outset was that the Introduction should perhaps precede Chapter I, as the first chapter of the book. Upon maturer reflection, I am inclined to feel that this might not be as satisfactory as having it follow the Prefatory Note, but preceding the table of contents. I am really not in a position to trust my own judgment in this matter, and would much prefer to leave it to someone who is really an authority in such matters. Perhaps, therefore, you would kindly phone Mr. Greenslet and get a decision from him before commencing the numbering of the pages.

I have been holding back the galley proof of Chapters I and II, expecting to receive the galley of the Introduction,

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of which I have received the manuscript, but have concluded that I should not delay longer in forwarding the galleys in my possession.

I shall be pleased to receive page proof as made up, and shall see that it is promptly returned.

Yours very truly,

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34872

Re INDUSTRY AND HUMANITY

NOTE TO PRINTER:

Galleys 1 to 9 - sent yesterday - should have contained the following references calling for double spaces between paragraphs:

Galley 1 - After last paragraph, and before paragraph beginning "Let us turn from Fiction", on next galley.

Galley 4 - After last paragraph, and before paragraph beginning "There is nothing mysterious", on next galley.

Galley 6 - After fifth paragraph, and before paragraph beginning "Countries cannot continue", on same galley.

Galley 8 - After last paragraph, and before paragraph beginning "So far have men", on next galley.

Galleys 10 to 16 are enclosed.

W. L. MACKENZIE KING

Ottawa,
September 26, 1918.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

34873

The Roxborough,
Ottawa, October 21, 1918.

Messrs. H. O. Houghton & Company,
The Riverside Press,
Cambridge, Massachusetts.

Dear Sirs:

Allow me to express my thanks for the trouble to which you have gone in hastening the printing and revising of the proofs, and in sending me the different communications by special delivery.

In view of the letter which I received from the Houghton Mifflin Company, of October 18, I am remaining over in Ottawa until Thursday night of this week, so as to conclude, if possible, the reading of the page-proof before leaving for Colorado. I understand that there is a possibility of my being obliged to remain until Friday night, in case you should not be able to send me the last of the revises by special delivery letter mailed from Cambridge in time to catch the mail for Canada on Wednesday night. If by any chance you should be unable to send me the last of the proof Wednesday night, I should be obliged if you would send just as much as you can, and at the same time telegraph me collect intimating what has been sent forward and what remains to be supplied. If the revises of the first sixteen pages, dealt with in the memoranda forwarded under another cover to-day, could be forwarded before I leave, I should be particularly grateful.

I shall continue to return page proof from day to day. If, therefore, I receive all of the revises before leaving for the west, you may expect to have them all back by the end of this week.

In a letter mailed you yesterday, I enclosed two special delivery stamps. I enclose an additional two special deliveries for further communications. Letting me have, from day to day, whatever can be sent forward will avoid a rush on the last day. I have received this morning revised page proof up to page 315.

Yours very truly,

W. L. MACKENZIE KING

P.S. I have also received, since dictating the above, six of the charts, and am much pleased with the work done in this connection. K

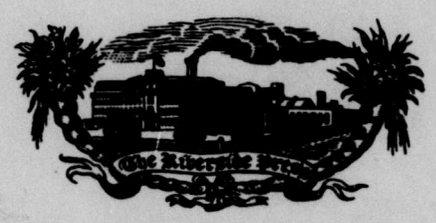
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CANADA

34874

Letters must be addressed to the Firm to insure prompt attention.



Boston Office: 4 Park Street. New York Office: 16 East 40th St.

H. O. HOUGHTON AND COMPANY

CAMBRIDGE, MASS. Oct. 22, 1918.

W. L. Mackenzie King, Esq.,
Kingsmere,
Ontario,
Canada.

Dear Sir:-

Your memorandum of Oct. 19th is received.

The corrections which you have indicated to be made on the various galleys we are holding, as these galleys have all been made up in page form and all the page proof to the end of the text was mailed to you last night.

Very truly yours,
H. O. Houghton & Co.
A.B.

AB/N

W. L. Mackenzie King Papers

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CANADA

34875 FORM 1 T.W.

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH GREAT NORTH WESTERN AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — Geo.D.PERRY, GENERAL MANAGER

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

5 5 MOE 11 COLLECT 186 OCT 24 1918

CAMBRIDGE MASS 24

W L MACKENZIE KING

THE ROXBOROUGH OTTAWA ONT

FINAL PROOFS MAILED WEDNESDAY AND LAST CHART WILL GO TOMORROW

H O HOUGHTON AND CO .

W. L. Mackenzie King Papers

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PUBLIC ARCHIVES PUBLIQUES
CANADA

34876

Letters must be addressed to the Firm to insure prompt attention

Boston Office: 4 Park Street
New York Office: 16 East 40th St.

H. O. HOUGHTON AND COMPANY

CAMBRIDGE, MASS., October 24, 1918.

W. L. Mackenzie King, Esq.,
The Roxborough,
Ottawa, Canada.

Dear Sir:-

We telegraphed you this morning in response to your letter of the 21st as follows:

"Final text matter Wednesday and last chart will go to-morrow."

This will complete the proofs on the text and charts for your book on "Industry and Humanity". The proofs sent last night included a revise of the front matter, also page proofs of the appendix. They were posted with a Canadian special delivery stamp, and we trust they will reach you promptly.

Very truly yours,

H. O. Houghton & Co.

CHR/N

W. L. Mackenzie King Papers

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CANADA

34877 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

It is agreed between the sender of the message on the face of this form and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of any unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

Correctness in the transmission and delivery of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding one thousand miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

Ottawa, October 26, 1918

H. O. Houghton & COmpany,
The Riverside Press,
Cambridge, Mass.

Pages proof three-ten to five-thirty, also three charts, not yet received. Please wire immediately if proof mailed special delivery, and when. Please have postal authorities trace if necessary. Everything else received and returned.

W. L. Mackenzie King.

Chg. W.L.Mackenzie King.

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CANADA

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

34878 FORM 1 T.W.

GREAT NORTH WESTERN TELEGRAM

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

149.3

134 MOG 37

CAMBRIDG MASS 26

OCT 26 1918

WL MACKENZIE KING 357

THE ROXBOROUGH OTTAWA ONTARIO

PAGES 199 TO 315 SENT SIXTEENTH AND 316 TO 529 ON TWENTY FIRST BOTH SPECIAL DELIVERY. TWO CHARTS SENT TWENTY FOURTH ONE TWENTY SIXTH ARE SENDING DUPLICATES PAGE PROOF

H O HOUGHTON AND CO.

W. L. Mackenzie King Papers

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PUBLIC ARCHIVES PUBLIQUES

CANADA

34879 9. 3

Letters must be addressed to the Firm to insure prompt attention

Boston Office: 4 Park Street
New York Office: 16 East 40th St.

H. O. HOUGHTON AND COMPANY

CAMBRIDGE, MASS., October 26, 1918.

W. L. Mackenzie King, Esq.,
The Roxborough,
Ottawa, Ontario,
Canada.

Dear Mr. King:-

Your telegram advising us of the non-receipt of proofs of pages 310-530 and the three charts, is at hand. We immediately telegraphed in reply as follows:

> Pages 199 to 315 sent nineteenth and 316 to 529 on twenty-first both special delivery. Two charts sent twenty-fourth one twenty-sixth. Are sending duplicates page proofs.

If you have received pages up to 309, you should have up to 315, because they were sent in the same wrapper. The engraver was behind his promise in the work on the charts and we could not send the final chart until today. We have mailed duplicate proofs of the text pages asked for but not of the charts.

The original sendings of the page proofs were both by special delivery, but the charts were sent from Boston by first class post but not special delivery as no special delivery stamps were available, and although we tried to secure some we could not do so. The duplicate proofs that are going today will be sent by special delivery.

We will also take up the matter of the delay with the post office and have the original packages traced. We are sorry that these did not reach you, and can see no reason for their failure to do so except delay en route.

Very truly yours,

H. O. Houghton & Co.

CHR/N

W. L. Mackenzie King Papers

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PUBLIC ARCHIVES PUBLIQUES
CANADA

34880
149.3

The Roxborough,
Ottawa, October 28, 1918

Messrs. H. O. Houghton & Company,
The Riverside Press,
Cambridge, Massachusetts.

Dear Sirs:

The page proof concerning which Mr. King wired you on Saturday was received at noon on the same day. They had been addressed to Kingsmere, as you will see by the enclosed cover, which I have been asked to send on to you. A duplicate set of proofs came in on this morning's mail. Let me thank you on Mr. King's behalf for your promptness in sending this extra set and for the trouble you have gone to in pulling the proofs.

The last of the page proof was read yesterday before Mr. King left for the West. It is being returned on to-day's mail.

Proofs of the balance of the charts (three in number) were received on this morning's mail. They have been approved and returned to the Houghton Mifflin Company.

In case you should wish to communicate with Mr. King while he is in the West during the next few weeks, kindly address him in care of the Brown Palace Hotel, Denver, Colorado.

Yours very truly,

F. A. McGREGOR

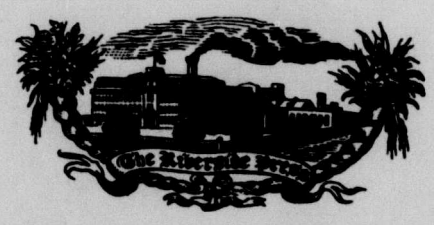
Private Secretary.

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PUBLIC ARCHIVES PUBLIQUES
CANADA

34881

Letters must be addressed to the Firm to insure prompt attention.



Boston Office: 4 Park Street. New York Office: 16 East 40th St.

H. O. HOUGHTON AND COMPANY

CAMBRIDGE, MASS., Oct. 30, 1918.

W. L. Mackenzie King, Esq.,
Brown Palace Hotel,
Denver, Colo.

Dear Sir:-

The page proofs mailed by you October 28th, i.e., pages 316-529, were received yesterday.

Very truly yours,
H. O. Houghton & Co.
A.B.

AB/N

W. L. Mackenzie King Papers

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CANADA

The Roxborough,
Ottawa, July 13, 1918.

The Houghton Mifflin Company,
4 Park Street,
Boston, Massachusetts.

Dear Sirs:

Your telegram of the 11th instant addressed to Mr. Mackenzie King has been forwarded to Mr. King at his summer cottage at Kingsmere, Que.

In a message received from Mr. King last evening, he asked me to say to you that an absence of a few days last week in Pennsylvania - where he had been called by the Bethlehem Shipbuilding Corporation to advise in matters of labor policy - has occasioned a further delay in sending you the manuscript for his book. Since his return, Mr. King has been engaged without interruption on the revision of his manuscript, and expects to be able to send you the first instalment of copy at the end of next week.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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CANADA

34883

HOUGHTON · MIFFLIN · COMPANY · BOSTON
4 · PARK · STREET · BOS

September 27, 1918.

Dear Mr. King,

Our usual method of treating Introductions is to have them precede the text, with pagination in Roman, but following the Table of Contents, and, unlike the Preface, listed therein. It seems to us that this would be the best arrangement for your book. We think that in a serious book like this, no one would overlook the Introduction, even though the pagination should not be consecutive with the text.

The reference to the Park Street Church in the introductory pages to Chapter VI is not quite exact, in that the body of the church is actually still used for its original purposes, and only the basement is used for business. If you wish to make any alteration on this account, it can easily be done in the proof.

The half-title for the Appendix which Mr. Greenslet reported as not enclosed with your letter, came with the other copy, and has been sent to the printers.

Yours very truly,

HOUGHTON MIFFLIN COMPANY.

W. L. Mackenzie King, Esq.,
The Roxborough,
Ottawa, Canada.

FHA/T

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CANADA

34884

HOUGHTON MIFFLIN COMPANY

4 PARK STREET · BOSTON

Oct. 1, 1918

W. L. Mackenzie King, Esq.,
Ottawa, Canada.

Dear Sir:

Enclosed please find proof of the title page for "Industry and Humanity". The page is now so full that we plan to put the couplet on a separate page as a motto, and understand that this will be agreeable to you.

Yours very truly,
Houghton Mifflin Company.

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CANADA

34885

HOUGHTON MIFFLIN COMPANY

4 PARK STREET · BOSTON

Oct. 5, 1918

Hon. W. L. Mackenzie King,
Ottawa, Canada.

Dear Sir:

We have now received the last of the copy, and also your telegram advising us of your decision to remain in Ottawa until the proofreading is finished. The printers tell us that they will finish up the work and send you all the proof the coming week, if it is possible, but they are much crippled just now for hands owing to the prevailing epidemic.

Yours very truly,
Houghton Mifflin Company

W. L. Mackenzie King Papers

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CANADA

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

34886

FORM 1 T.W.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

2462

262 MO EM 24

RM BOSTON MASS 18

W L MACKENZIE KING

OCT 18 1918 312

THE ROXBOROUGH OTTAWA ONT

CANNOT SEND PAGE PROOF MATTER NOW IN HAND TILL MONDAY OWING TO EXPENSIVE CORRECTIONS FINAL CORRECTIONS THURSDAY SIX CHARTS TODAY BALANCE FIRST OF WEEK

HOUGHTON MIFLIN CO

W. L. Mackenzie King Papers

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CANADA

34887

HOUGHTON MIFFLIN COMPANY
4 PARK STREET · BOSTON

October 18, 1918

Hon. W. L. Mackenzie King,
The Roxborough, Ottawa, Canada.

Dear Mr. King:

We write to confirm the telegram which we have just sent in reply to yours received this morning. We regret to say that owing to the very large amount of correction necessary in the proofs returned it will not be possible for us to send you page proofs of this material before Monday, even though our men will work Saturday afternoon . These corrections have been so heavy that in some cases we have been obliged to reset the matter. Provided the proofs you now are returning come to us to-morrow we shall take them up at once, and if the corrections average with those now in hand we shall not be able to send page proofs before Thursday. If they should be notably less we might save one day.

We are sending you to-day proofs of six of the charts, two more will be sent on Monday and the remaining two on Wednesday. We should explain that these are photographs from the wax, and while they show the size of the charts they do not give any idea of the legibility or clearness which the charts will have when printed in black ink on white paper. It is a photographic method of reproduction which ensures absolute accuracy, and for this reason and because it gives better results in printing, we are reproducing the charts by this wax process. There will be seven full page charts and three double-pages. Any correction which you may wish can be made in the lettering or otherwise. You may retain if you desire one of each proof, but the other should be returned to us as promptly as may be.

As to the lettering for the book we would say that it will be identical on the side and back, that is "Industry and Humanity" with your full name. There would not be room on the shelfback for the sub-title suggested.

Yours very truly,
Houghton Mifflin Company.
A. P.

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CANADA

34888

The Roxborough,
Ottawa, October 24, 1918

The Houghton Mifflin Company,
4 Park Street,
Boston, Massachusetts.

Re Charts for "INDUSTRY AND HUMANITY"

Dear Sirs:

In your letter of the 18th instant, you mentioned you were sending that day proofs of six of the Charts; that two more would be sent on Monday; and the remaining two on Wednesday of this week. I duly received the six charts mailed on October 18, and am returning the same herewith. Of the two charts to be mailed on Monday, one only has been received: namely, the chart illustrative of the parties to industrial relations and suggestive of factors and influences - which I am also returning herewith. There remain to be received, three charts; namely, Nos. IV and IX and the diagram illustrative of the Colorado Plan. If received before I leave for Colorado, they will be returned on the mail following their receipt.

I have indicated on slips attached to the charts any points to which it has seemed necessary to draw attention. I presume, from the form in which the charts appear as printed, that, excepting the three double-page charts, the printing off will be done on the book page. In this event, the chart itself should appear on the right-hand page, and on the opposite left-hand page there should appear the material descriptive of the chart itself. Care will be taken, I presume, to see that in the double page charts the chart is so arranged that the descriptive material will face it in a similar manner.

It will be observed that the number descriptive of the chart appears on the galley proof at the top of the descriptive material. Whether anything in the nature of a corresponding number will be necessary on the page on which the chart itself appears is something which must necessarily be left for consideration in the page make-up. These several matters I am only too glad to leave wholly to your own judgment as to what is most desirable for appearance, reference, etc.

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Of the charts thus far received, I have received, and am retaining, duplicates of Charts Nos. I, III, V, VI, and VIII; but have not received duplicates of Nos. II and VII. If proofs of the two charts omitted could be conveniently supplied, I should be pleased to have them in order that my set of proofs may be complete.

When the charts have been finally made, I should be glad to receive back, if possible, the original charts from which the photographs have been taken, as well as the set of blue prints sent at the time of the original charts. In case of using any of the material for lecture purposes, the original charts would be of some value to me, while in themselves they are hardly likely to be of value to anyone else.

May I add that, as mentioned in a previous letter, I am much pleased with the photographic process. The results on the whole are much better than I had anticipated possible.

Yours very truly,

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CANADA

34890

HOUGHTON MIFFLIN COMPANY
4 PARK STREET · BOSTON

Nov. 13, 1918

Hon. W. L. Mackenzie King,
Brown Palace Hotel, Denver, Colo.

Dear Sir:

We are sending you by this mail four of your drawings of charts with finished proofs of the reproductions, and remain

Very truly yours,

Houghton Mifflin Company.

W. L. Mackenzie King Papers

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CANADA

34891

November 15, 1918.

W. L. Mackenzie King, Esq.,
Brown Palace Hotel,
Denver, Colo.

Dear Mr. Mackenzie King:

We enclose a set of marked proofs of your index, which we understand you do not expect to return. If you find any serious errors in it, perhaps, a telegram would reach us in time to correct them.

You will be sorry to learn that Miss Van Tuyll has been ill for two or three weeks and ~~so~~, therefore, unable to make the index. It was made, however, in the office by one of our staff who has had considerable experience in the making of indexes, and we hope you will find it satisfactory, although, it is not as full as it could have been made if time had not pressed.

Yours truly,

HOUGHTON MIFFLIN COMPANY

FHA-H

W. L. Mackenzie King Papers

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CANADA

34892

November 21, 1918

The Houghton Mifflin Company,
4 Park Street,
Boston, Massachusetts.

Dear Sirs,

I have received the set of marked proofs of the index to my book, which came under cover of your communication of November 15.

I am much pleased with the work done, and shall be obliged if you will express my appreciation to whoever had the work in hand.

I am sorry indeed to learn of Miss Van Tuyll's illness. I knew of her interest in the subject of my book, and therefore doubly regret the circumstance which made it impossible for her to do the work. I hope she has quite recovered and is again able to be at the office.

It has given me much pleasure to see that the spirit and point of view of the book itself has been caught by whoever prepared the index, and is reflected in his work. Here and there I would have been glad to supplement what appears by a few additional references. The alternative, however, being between a fuller index and the saving of time in the publication of the book, I am entirely satisfied to have had the claim of the latter outweigh the former.

Yours very truly,

WLMK

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CANADA

34893

HOUGHTON MIFFLIN COMPANY
4 PARK STREET · BOSTON

Nov. 16, 1918

Hon. W. L. Mackenzie King,
Brown Palace Hotel, Denver, Colo.

Dear Sir:

We are returning to you under separate cover three more of your charts together with finished proofs of the same, and remain

Very truly yours,
Houghton Mifflin Company.
A. P.

W. L. Mackenzie King Papers
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CLASS OF SERVICE DESIRED	
Telegram	
Day Letter	
Night Message	
Night Letter	

Patrons should mark an X opposite the class of service desired: OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

34894 Form 1206

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

Brown Palace Hotel,
Denver, Colorado, November 25, 1918

The Houghton Mifflin Company,
4 Park Street,
Boston, Mass.

I expect to leave Denver Sunday night. Please wire if I may count on receiving copies of book here before leaving. If this impossible, please indicate what day you expect books ready, so that I can send instructions by letter as to change of address for copies ordered ~~to be~~ sent here.

W. L. Mackenzie King.

Room 829
Brown Palace Hotel.

W. L. Mackenzie King Papers

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34895 Form 1204

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

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Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

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HON W L MACKENZIE KING 1572

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HOUGHTON MIFFLEIN CO

516PM

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34896

HOUGHTON MIFFLIN COMPANY
4 PARK STREET · BOSTON

Nov. 29, 1918

Hon. W. L. Mackenzie King,
Hotel Blackstone, Chicago, Ill.

Dear Sir:

We are enclosing herewith a package of complimentary slips in compliance with your telegraphic request, and shall await their return before sending out the copies. As soon as we have the bound book we shall send you copies at Chicago and at Ottawa.

Yours very truly,
Houghton Mifflin Company.

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34897

The Blackstone Hotel,
Chicago, December 5, 1918

The Houghton Mifflin Company,
4 Park Street,
Boston, Mass.

Dear Sirs:

On arrival here to-day, Mr. Mackenzie King has received the slips which are to accompany the complimentary copies of his book, "Industry and Humanity".

Besides writing on each slip a word of Christmas greetings, Mr. King has inserted the name of the person to whom the book is to be sent. These names correspond to those on the list already sent you. Will you kindly arrange in sending out these complimentary copies, to have the names on the cards agree with the names on the outer address labels.

Mr. King asks me to send you an additional list of names of persons who are to receive complimentary copies of "Industry and Humanity". This list is enclosed herewith; also complimentary slips with names written in each case. Would you kindly have these sent out at the same time as the copies already ordered, and have all charged to Mr. King's account.

It is probable that Mr. King will leave Chicago tomorrow night and be in Ottawa in the early part of next week. I mention this in case you may wish to communicate with him during the next few days.

Yours very truly,

Secretary to Mr. Mackenzie King.

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34898

HOUGHTON MIFFLIN COMPANY

4 PARK STREET · BOSTON

December 4, 1918.

Mrs. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Dear Mr. Mackenzie King:

You have doubtless received the advance copies of "Industry & Humanity" sent to your address in Ottawa.

As you will remember, when you were here in the summer we looked with some doubt on the possibility of bringing the book out early if the manuscript was delayed, for in our long experience here when a book once starts somewhat late in the season it carries on with the same speed, and so "Industry and Humanity" is only just ready.

Of course, we have had an unusual number of delays owing to the war but a book of such permanent value as yours is bound to make its way to success and we shall do everything in our power to speed it to this end.

Just at the last minute in the reproduction of the large map at the end were found certain misspelled words. Some of these have been corrected, but we did not take the time to make all the corrections. These will appear in a later issue.

We hastened the Canadian edition to Mr. Thomas Allen before supplying the trade here, feeling that it was wiser that he should have his stock in the Canadian stores by the time the book was represented on our own counters.

Hoping that the mechanical details have been carried out to your satisfaction, and with renewed expressions of interest in following every possible lead to securing adequate sales, please believe me

Very truly yours,

Roger L. Scaife

RLS/S For Houghton Mifflin Company

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34899

1213

HOUGHTON MIFFLIN COMPANY
4 PARK STREET · BOSTON

Dec. 17, 1918

Hon. W. L. Mackenzie King,
Ottawa, Canada.

Dear Sir:

We are returning to you by mail the remaining charts, blue prints, etc. furnished by you for use in preparing "Industry and Humanity", and remain

Yours very truly,
Houghton Mifflin Company.

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34900

Chamber of Commerce
of the
United States of America
Riggs Building
Washington, D.C.

My dear Mr. King -

It may interest you to know of the Bureau of Industrial Relations recently organized by this chamber. I enclose the program adopted by the committee.

I wish to enquire where I may procure the publications of the Rockefeller Foundation which you have written or edited.

You may remember me as associated with Hart Schaffner & Marx, Chicago when you were working out the Colorado Plan.

Yours very truly
Earl Dean Howard

July 22 - 1918

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REPORT OF BUREAU OF INDUSTRIAL RELATIONS.

Mr. H. P. Kendall, Chairman,
Committee on Industrial Relations.

At your suggestion I submit the following report of a tentative program to guide the activities of this bureau now being organized as the administrative arm of your committee. These suggestions follow closely the conclusions reached in interviews with you and President Wheeler and the expressed opinions of our committee.

The general purpose of the bureau, obviously, is to render service to the constituency of the Chamber and to the government. Especially during the war, its primary duty will be to assist to the utmost of its ability in promoting the war program of the Chamber and of the government.

FUNCTIONS OF BUREAU.

This service naturally falls into a three-fold classification:

1. To publish and interpret to the membership and thus to the employing interests of the country, actions taken by the War Labor Administration and all other governmental agencies affecting industrial relations.

2. To represent to the War Labor Policies Board and other governmental agencies the interests of the membership and to influence legitimately the actions of these bodies in the direction of the general policies of the Chamber as expressed from time to time.

3. To investigate all experiments and developments in industrial relations both in this country and abroad and to place before the membership the results of such research. To assist the constituency of the Chamber in bettering the relationship between employer and employe by making available the records of the best experience and practice concerning wage and hours adjustment; methods of handling grievances and discipline, industrial service (improving the working and living conditions of employes and their families, housing, medical service, recreation, insurance, accident prevention, etc.); dealing with labor organizations; utilizing mediation and arbitration in disputes; securing the cooperation of employes in raising standards of efficiency; improved methods of employment management, hiring, transfer and dismissal, fitting the man to the job.

POLICIES.

The bureau will endeavor at all times to make effective the resolutions and principles enunciated by the committee. The committee has already committed itself to complete cooperation with the labor program and policy of the government during the war. The bureau will, therefore, whenever requested, act as an agency of the War Labor Administration so far as is consistent with the general purpose of the Chamber. In advising the labor administration, the bureau will not commit the Chamber to any opinion or course of action until properly authorized according to the rules of the Chamber.

METHODS.

Communication with the constituency of the Chamber will be maintained through frequent bulletins in the name of the committee; contributions to the regular bulletins, to The Nation's Business, to publications of the members of the Chamber; consultations with representatives of local bodies, personally and through correspondence; speakers under instructions from the bureau, recruited

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from local organizations or in government service. It is hoped that many constituent associations will appoint committees on industrial relations with whom close relations may be established, thus opening up a free channel of communication from the War Labor Administration to the individual industrial establishments.

PERMANENT RESULTS.

The permanent results of the activities of this committee and its bureau will be educational. If successful, it will have created in the minds of employers a rational attitude, supported by facts and information, concerning the relations between themselves and those whose interests they are administering. The wage-earner is just as dependent upon the intelligent and successful administration of enterprize as is the business upon the loyal and efficient service of the employes. The war has given an impetus toward democratic methods of administration both in public and private enterprize. Industrial administration must adapt itself to those conditions and conform to the prevailing ideas of the time or find itself in antagonistic relationships with all interests with whom it must deal. The employer must conceive himself to be a trustee of the interests of all involved in his enterprise and see that these interests are properly represented lest he be confronted with opposition handicapping all his efforts. These administrative difficulties are not wholly the product of war nor will theydisappear at the close of the war; indeed, it is more likely the industrial problem will increase in complexity with the coming of peace.

Respectfully submitted,

Earl Dean Howard
Secretary.

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34903

The Roxborough,
Ottawa, July 24, 1918.

Professor Earl Dean Howard,
Hart, Schaffner & Marx,
Chicago, Illinois.

Dear Mr. Howard:

I was sorry to have missed the pleasure of seeing you when passing through Chicago a few weeks ago.

I am bringing to completion a book on principles underlying industrial reconstruction, on which I have been engaged for some time past, and in it I am making mention of the Hart, Schaffner & Marx Agreements. I am anxious to be up to date in the references in this particular. If, therefore, you have available for distribution copies of the most recent agreements, or any other material which you think would be helpful or suggestive, I should much appreciate your kindness in sending along anything you may think I should like to have. When I receive the galley proof of my book, I shall be glad to send for your approval the parts which refer to the Hart, Schaffner & Marx Agreement. It is just possible, however, that I may have the chance of seeing you personally some time in September, which is about the time that I expect the proofs to be ready.

Thanking you in advance for your kind co-operation,

Yours sincerely,

W. L. MACKENZIE KING

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4/29/18

My dear Mr. King—

I regret not to have seen you in Chicago. I expect to be in Washington for at least three months longer organizing a bureau of industrial relations for the Chamber. The organization of a labor administration throughout the country is the task we are just beginning.

My secretary tells me you have had a copy of the 1916 H.B.M. Labor Agreement. That is the last printed statement. I should like very much to discuss the matter with you — perhaps you will be in Washington soon.

Sincerely
Earl D. Howard

Mr. W. McKenzie King,
The Laurentian
Ottawa
Canada

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The Roxborough,
Ottawa, July 31, 1918.

Mr. Earl Dean Howard,
Bureau of Industrial Relations,
Chamber of Commerce of the United States,
Washington, D. C.

My dear Mr. Howard:

I have just returned to Ottawa, after an absence of a few days, and find your letters of the 22nd and 29th instant respectively.

I am greatly obliged to you for acquainting me with the proposed program of the Bureau of Industrial Relations, recently organized by the Chamber of Commerce of the United States. May I be permitted to extend to you my congratulations on the wide field of useful service which the direction of this Bureau opens out to you. Were the United States Chamber of Commerce in a position to receive such a communication, I should be wholly sincere in extending to it equally hearty congratulations upon having been able to secure one so eminently qualified as yourself to direct this most important work.

My connection with the Rockefeller Foundation was formally severed, though not wholly terminated, prior to the last federal election in Canada, in which I was one of the candidates. The Foundation has since given me the right to use as my own, and in whatever manner I desire, such material as I gathered together in the course of my studies of industrial relations pursued under the Foundation's auspices. Instead, therefore, of presenting any formal report to the Foundation, I am using part of the material for a volume on principles underlying industrial reconstruction, which the Houghton Mifflin Company of Boston hope to have ready for publication this fall.

This book will contain some of the material which your letter requests, and I shall be only too happy to have you supplied with a copy just as soon as the book is out. Indeed, I should welcome an opportunity of going over some parts of the galley proofs with you; and if your time should permit, and you would be agreeable to spending part of an evening or two with me, I think I would pay a visit to Washington as soon as the manuscript is in galley form. Indeed, there are two or three persons in Washington with whom I have thought of conferring before having the galleys made up in page form.

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As I see from one of your letters that you are likely to be in Washington for three months, I shall count, in any event, on seeing you some time in September. Perhaps at that time I can explain to you the nature of my work with the Foundation, and the reasons which have made it impossible to publish at an earlier date any of the results of my researches.

Thanking you for your letters, Believe me,

Yours sincerely,

W. L. MACKENZIE KING

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34907

34907

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Aug. 3, 1918

Committee on Industrial Relations.

Mr. W. L. Mackenzie King,
The Rexborough,
Ottawa, Canada.

My dear Mr. King:

It gives me a great deal of pleasure to look forward to your visit to Washington in September.

It will gratify me very much to have you consent to be my guest at the Cosmos Club during your stay here. No doubt you will find that a number of the persons you are interested in meeting while in Washington can be most easily found at the Cosmos.

There is undoubtedly a most tempting opportunity here to promote the tendency toward better industrial relations. The reputation of the Chamber for high principles in business qualifies it to represent the best in the employer collectively. The Committee on Industrial Relations is splendid, especially the Chairman, Mr. Henry P. Kendall, whom you may know in connection with his work in scientific management.

I take the liberty of placing your name on our mailing list for the publications of the committee and enclose one or two bulletins which have come out since my last letter.

Very sincerely yours,

Earl Dean Howard

Executive Secretary.

EDH H

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34908

Sixth Annual Meeting

Chicago
April 10, 11 and 12, 1918

Report of Committee

INDUSTRIAL RELATIONS

CHAMBER OF COMMERCE
of the
UNITED STATES

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A. W. THOMPSON, Baltimore, Md.

Committee
on
Industrial Relations

Modern war depends upon production for its materials, and production in turn fluctuates with industrial relations. When there is friction and dissatisfaction, production declines, and in strikes it may come to a dead stop; when discontent disappears, production mounts upward. Industrial relations are therefore the very hinge-joint of the war in which we are engaged.

Development of Policy

This has been recognized in allied countries and in the United States. On the day a state of war was declared to exist between the United States and Germany the Council of National Defense appealed to employers and employees not to seize upon the country's necessity as an opportunity to seek alteration in conditions which already existed.

Labor Administration

Official statements of policy and official intervention to prevent local misunderstanding or grievance from bringing national detriment have followed in rapid succession, leading eventually to the President's announcement in early January of a plan for a War-Labor Administration which will attack the war-time problems of distribution of labor, priorities in employment of labor, vocational training for

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workers for the special tasks of war, dilution of labor with intensive instruction for new workers instead of the casual training they ordinarily get, adjustment of disputes, and safeguards for the conditions of work. As director of these official war-time activities the President appointed the Secretary of Labor, and the Secretary of Labor in turn chose an advisory council of seven members,—two selected as employers, two as representative of employees, a member to keep in mind the position of women workers, and two as spokesmen for the general interest of the public. This advisory council, which has an executive officer constantly in Washington, has been active in helping to develop the plans and organization of the War-Labor Administration.

Another committee was created by the War-Labor Administration, to recommend a general policy for preventing interruption of essential production during the war, and to begin with the principle of agreement among employers and employees. In the week of March 25 this committee, composed of five employers, five representatives of organized labor, and members of the public chosen by each of these two groups, presented unanimous recommendations,—that as a matter of agreement there should be no strikes or lockouts during the war and that causes for interruption of work should be avoided by formulation of the rights of both employers and employees. For settlement of any controversies that arise notwithstanding precautionary measures a special organization, constituted in the same way as the committee itself, is recommended. As a board of appeal from the decisions of similar local agencies, and generally supervisory body, there would be a National War-Labor Board. If its members could not unanimously agree upon the proper decision regarding a dispute, they would seek to choose an umpire;

if they failed to be unanimous in their choice, they would select the umpire by lot from ten suitable and disinterested persons nominated by the President. The purpose is that, when peaceful settlement is not attained through existing agencies for mediation and conciliation, the National War-Labor Board should intervene with the possibility of final determination by a specially chosen umpire. This plan for assurance of maintained war output covers the field of production necessary for effective conduct of the war and other fields of national activity in which delays and obstructions may affect detrimentally any production that is necessary for the war.

The general purpose of the War-Labor Administration is to bring about uniformity in policy among the various departments of the government concerned with industrial problems in connection with their war activities and to undertake affirmative duties in many directions, some of which are still being determined. For these activities during the next fifteen months appropriations of $2,000,000 have been requested from Congress, in addition to $50,000,000 for housing at industrial plants other than shipyards, for which a similar appropriation has already been granted.

Other Government Agencies

War-time industrial relations have often been too immediate to await the organization of the War-Labor Administration. The construction of cantonments, in which speed with possibility of interruption removed was of the first importance, quickly encountered labor problems; they were met in June by an agreement which gave assurance against strikes in consideration of adjustment of disputes through a commission with the government absorb-

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ing any extra costs. Toward the end of August the shipbuilding program faced industrial difficulties which have now led not only to creation of a labor adjustment board but also to establishment of a national service division, which deals with all manner of questions of housing, welfare, and industrial service. The Ordnance Department in its control bureau has a highly developed industrial service bureau which deals with industrial conditions in the plants which have contracts with the department. The Quartermaster General's Department has developed a smilar agency for handling relations between the employers and employees in whom it is especially interested. In November the War Department issued a general order regarding its labor policy. It has even organized a special war-service exchange, to supply men needed for special purposes.

The War Department has progressed farthest in organizing means for meeting the industrial problems of the plants which are supplying its materials. The special bureaus it has created, and the men placed in charge, are:

Industrial Service Section of the Ordnance Bureau, Herman Schneider;
Industrial Service Section of the Quartermaster's Department, E. M. Hopkins;
Industrial Service Section of the Signal Corps, Charles P. Neill;
Industrial Service Section of the Construction Division, Colonel J. H. Alexander.

These are merely typical of the special services which have been developed by agencies of the government to which sustained production on the part of private industry is essential. Adjustment of miners' wages has had attention of the Fuel Administration. A special mediation commission was appointed by the President last autumn to visit the copper-producing districts of the Southwest, the lumber camps of the Northwest, and other regions of disturbance in industrial relations, in an endeavor to avoid detriment to production. Seamen's wages have been dealt with separately. Conditions among longshoremen whose services are highly important have been brought under control. Examination of the whole field of railway labor,—i. e., wages, conditions, and the emergency on account of the cost of living among one and two-thirds million employees,—was placed in January before a special commission of four members. By a recent agreement between the unions of employees in train service a railroad board of adjustment has been created to dispose of controversies growing out of interpretation of the elaborate provisions respecting hours and pay of these employees. In short, the government in many ways and at many points is dealing with industrial relations in their connection with support of our military activities.

The magnitude of industrial changes which war requires left no other course for the government than to undertake new and special duties. The most effective utilization of the labor resources of the nation is requisite for the war upon which we have entered. In two years the number of men at work in our shipbuilding plants has increased by at least 500 per cent, and 3,500 factories are today making articles which go into the construction of ships. One hundred sixty thousand longshoremen are busy at our ports handling cargoes of vessels. The growth in employment upon munitions and other war supplies cannot be statistically described, for lack of definition of the kinds of work to be included, but it can be said that some communities have been called upon for additional production to the extent of thirty-five per

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cent of their normal outturn, and there are outstanding upwards of 50,000 important war contracts. In an approximate way it has been estimated that for every man we have in the firing line there are required two industrial workers behind the line and four more at home. Such figures as can be cited suggest the situations which result from migrations of labor, new circumstances of livelihood, erratic changes of relative wages which sometimes make compensation for workers of lower classes higher than wages of more skilled men, and innumerable other elements which alter industrial status in communities, districts, and the whole country, and in fact bring new conditions, with all the difficulties of novel adjustments, to a great part of the eight million and more wage-earners in our manufacturing establishments.

Every problem of industrial relations arises in magnified form and in multiplied instances in connection with production of war materials. In the absence of a centralizing policy, and of a unfiying control, toward both of which recent events show we are progressing, different government activities have been bidding against one another for workers. Questions of wages, of hours, of conditions of work, of transportation for workers, and of housing,—each of the highest importance to maintenance of production that is vital,—have added to the difficulties and increased the influences which work against one another in impairment of the efficiency which a great industrial nation requires for the support of war.

The Chamber's Committee

This resume of war activities and war problems has been presented here, because the Chamber's Committee on Industrial Relations, which was organized to study the relationships of employment in normal

times and as they will exist after the war, was immediately called upon by the Chairman of the War Industries Board to suggest principles which should be incorporated in the government's war-labor policy. Of this duty there had been some forecast in the discussions in the industrial section of the Chamber's War Convention held last September. The Committee, drafted in this way for war work, responded with suggestions that the cardinal principle should be procedure through representative agreements that there would be no cessation of production, with these agreements supported and enforced by the highest sanction Executive authority could give, by provision for control of causes leading to unrest, and by the machinery of a federal labor council and special arrangements for conclusive arbitral decisions regarding differences that actually arise in spite of preventive measures.

Committee's Report

Subsequently, on February 19, the Committee presented to the Board of Directors of the Chamber a report upon the labor policy it believed the government should follow during war. This report has been printed and distributed to the membership. It reiterated the Committee's position regarding the controls that should be established, dwelt upon the importance of personnel in the government's activities, asked that Congress be liberal in providing funds, suggested the functions which local commercial organizations might assist in developing, and called attention to the importance of early creation of an agency to consider industrial adjustments in the period that will open with the coming of peace.

The Committee has since issued two special bulletins of a descriptive nature. In one it dwelt upon

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the organization which communities can undertake to prevent their industrial problems in connection with war work from becoming acute, and thus to assure unabated continuance of their essential production without disorganization in their normal activities. In the second bulletin it described the government's provisions for emergency training of men to take charge of industrial conditions in individual plants, where in some instances labor turnover has mounted to 300 per cent,—a figure which indicates high costs, wasted efficiency, and need of skilled executive attention.

Bureau of Industrial Problems

When the Board of Directors authorized appointment of this Committee it also provided for a bureau of industrial problems, with which a subcommittee of five is to act in an advisory capacity. A director will soon be appointed and the bureau will then actively assist the Committee by keeping closely informed regarding the policies developed by the government and the ways in which the Committee can affirmatively assist in solving the government's industrial problems. This bureau will also be a means for affording assistance to members who need its services.

In conclusion, it should be said that the Committee realizes the difficulty and intricacies of the problems which it has to consider, but it plans to meet them as squarely and as frankly as is in its power, and from time to time will have recommendations to place before the Board of Directors.

HENRY P. KENDALL,
Chairman, Committee on Industrial Relations.

March 29, 1918.

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Chamber of Commerce
OF THE
United States of America

Officers and Directors

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R. GOODWYN RHETT, Charleston, S. C.

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JOHN L. POWELL, Wichita, Kansas.
F. A. SEIBERLING, Akron, Ohio.
LEON C. SIMON, New Orleans, La.
THOMAS B. STEARNS, Denver, Colo.

General Secretary

ELLIOT H. GOODWIN

Assistant Secretary

D. A. SKINNER

NATIONAL HEADQUARTERS
RIGGS BUILDING
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COMMITTEE ON INDUSTRIAL RELATIONS
CHAMBER OF COMMERCE OF THE UNITED STATES
RIGGS BUILDING, WASHINGTON, D. C.

ORGANIZATION
OF
LOCAL LABOR ADMINISTRATIONS

A conference called by the United States Employment Service held in Washington on July 19, of delegates from each state of the East and the Middle West representing labor and management marked the first step in the organization of local labor administrations. The Western states will send delegates to Denver July 25th for a similar conference.

These delegates selected by the principal chambers of commerce at the request of the United States Employment Service acting with the Chamber of Commerce of the United States, and by the state federations of labor, after receiving instructions, will return to their states and, with the State Director of the Public Service Reserve, act as an organization committee to create the local administrative machinery, as follows:

1. State Advisory Board of the U. S. Employment Service;
   Membership: (a) State Director of U. S. Employment Service, Chairman;
   (b) Two representatives of management;
   (c) Two representatives of labor.

2. Federal Community Labor Boards, City of
   Membership: (a) Chairman, representing U. S. Employment Service;
   (b) One representative of employers;
   (c) One representative of labor.

All the existing federal agencies for the recruiting and distribution of labor will be merged into this general organization.

State Advisory Boards

The two members of the State Advisory Board representing management will be appointed by the Organization Committee from the list of names suggested by the employers through their delegates. This board will nominate the candidates for positions of examiner or superintendent in charge of local employment offices throughout the state. No appointments will be made except from such nominees. The State Advisory Board have power to recommend removals; the final decision rests with the Director General of the United States Employment Service. This board also has appellate jurisdiction in all cases where the community boards fail of unanimous agreement.

Community Labor Boards

The chairman of the Community Board will be selected by the Organization Committee. He should be a man of influence and standing in the community, commanding the confidence of both labor and management. He may or may not be the local federal officer in charge of the employment service.

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Upon this board will rest the responsibility for the efficient administration of the employment service in the community. Having at first the duty of recruiting and distributing unskilled labor in war industries after August first, according to the proclamation of the President of June 17th, it must inevitably assume heavier burdens the efficient administration of which is vital to the local industries. As the war needs grow greater, as more millions of men are taken from industry for military service, and as the demand for labor increases in intensity, the industries of the communities must turn to these boards for guidance and government. In their work of distributing the labor, both skilled and unskilled, the board will be confronted by problems of classification, standardization of wages, conditions of work, disputes, and all the responsibilities which are now assigned, in individual concerns, to employment managers. In short, the Community Boards will become the general employment managers for the collective industries of the districts, as well as becoming the local labor administration.

The necessity for efficiency of administration in these boards far outweighs all other considerations. They must be made to work or industrial chaos will appear. Both management and labor have a common interest here so intense as to supersede all conflicting interests. They can well afford, indeed circumstances will compel them, to lay aside their antagonisms in this board and co-operate for efficient administration. The appointees on each side should be men who will instantly command the respect and confidence of the other side.

In this situation lies a great opportunity and a great hazard for employers. They have been the managers of industry individually, they may now become the managers of industry collectively, or yield up the function to government officials. Since the beginning of the war it has been the policy of the War Administration to encourage self-government among the industries so long as they will subordinate all selfish and competitive interests to war necessities. This has been done with fuel, materials, and transportation, now it must be done with labor. Touching labor, employers must give up competition and self-interest.

All of this signifies that management must co-operate in labor administration. In many industrial centers this has already been achieved, notably Rochester, Des Moines, Indianapolis, Baltimore and other cities. The invitation extended to employers in the plan of organization of the United States Employment Service to participate so completely in future labor administration should be appreciated in its full significance.

Committee on Employment Management

The time, therefore, seems most opportune to organize the employing interests of each community for complete co-operation in all matters relative to employment management. The employers' delegate at the Washington conference has been instructed to initiate such proceedings throughout his state immediately. Every community should have a permanent committee on employment management with broad and effective powers of control over industrial concerns. Its duty should be to select and maintain a member representing management on the Community Board. Upon the ability of this man the success or failure of the local labor administration may depend.

The interpretation and local application of the rulings of the Priority Committee of the War Industries Board and the apportionment locally of recruitment demands from the State Director may be referred to this committee on employment management. It will stand behind its members on the Community Board and help make his work effective among employers; his strength can be multiplied by the unanimous support of such a committee. The War Labor Administration has expressed the hope that this self-government of management may be so complete as to obviate the necessity of any compulsion by the Administration.

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There are three major problems created by war conditions which must be dealt with by management: (a) allocation of an increasingly adequate supply of both skilled and unskilled labor, (b) substitution or dilution of the labor supply with women, men outside the draft age, and handicapped persons through training by quicker methods on a large scale, and (c) standardization of wages. Adequate handling of these problems will require the best brains and trained ability to be found in local management and these must be placed at the command of the local administration.

HENRY P. KENDALL,
Chairman, Committee on Industrial Relations.

Attest: EARL DEAN HOWARD,
Secretary.

July 22, 1918.

State Directors of Employment

(**Also Director of Public Service Reserve.*)

ALABAMA.—George B. Tarrant, 29 North Nineteenth Street, Birmingham.
ARIZONA.*—Thomas J. Croaff, 34 South Central Avenue, Phoenix.
ARKANSAS.—R. B. Keating, Main and Markham Streets, Little Rock.
CALIFORNIA.—William T. Boyce, 806 Claus Spreckels Building, Third and Market Streets, San Francisco.
COLORADO.—Roady Kenehan, 355 Federal Building, Denver.
CONNECTICUT.*—Leo A. Korper, 8 Ford Street, Hartford.
DELAWARE.—A. G. Benkhart, Old Federal Building, Wilmington.
FLORIDA.—Walter A. Dopson, 130 Hagan Street, Jacksonville.
GEORGIA.*—H. M. Stanley, 16 South Pryor Street, Atlanta.
IDAHO.—M. J. Kerr, St. Anthony.
ILLINOIS.—Mark L. Crawford, 11 North Dearborn Street, Chicago.
INDIANA.*—N. Z. Squibb, 225 North Pennsylvania Street, Indianapolis.
IOWA.—A. L. Urick, State Capitol, Des Moines.
KANSAS.—A. Will Kelly, Topeka.
KENTUCKY.—W. G. Sprague, 525 West Market Street, Louisville.
LOUISIANA.—Hans A. M. Jacobsen, City Hall, New Orleans.
MAINE.*—Charles S. Hichborn, Blaine Mansion, Augusta.
MARYLAND.*—John K. Shaw, 2 North Eutaw Street, Baltimore.
MASSACHUSSETTS.*—William A. Gaston, Statehouse, Boston.
MICHIGAN.*—John A. Russell, 101 Fort Street West, Detroit.
MINNESOTA.—Hugo Koch, 319 Second Avenue South, Minneapolis.
MISSISSIPPI.—E. D. Self, Mazza & Woods Building, Meridian.
MISSOURI.—W. W. Brown, 804 Grand Avenue, Kansas City.
MONTANA.*—Scott Leavitt, Great Falls.
NEBRASKA.—George J. Kleffner, 2218 South Thirty-first Street, Omaha.
NEVADA.—J. E. Hern, 182 Fourth Street, Reno.
NEW HAMPSHIRE.—E. K. Sawyer, 442 Central Street, Franklin.
NEW JERSEY.*—Lewis T. Bryant, State Capitol, Trenton.
NEW MEXICO.—D. A. MacPherson, Albuquerque.
NEW YORK.*—Henry D. Sayer, 230 Fifth Avenue, New York City.
NORTH CAROLINA.—George J. Ramsey, Raleigh.
NORTH DAKOTA.—Lindley H. Patten, Statehouse, Bismarck.
OHIO.*—Fred C. Croxton, Statehouse, Columbus.
OKLAHOMA.—C. E. Connally, State Capitol Building, Oklahoma City.
OREGON.—Wilfred F. Smith, 247 Davis Street, Portland.
PENNSYLVANIA.—E. C. Felton, seventh floor, Finance Building, Philadelphia.
RHODE ISLAND.*—Edwin A. Burlingame, Statehouse, Providence.
SOUTH CAROLINA.*—H. L. Tilghman, 1222 Washington Street, Columbia.
SOUTH DAKOTA.*—Charles McCaffree. State Capitol, Pierre.
TENNESSEE.—Joseph T. Ware, Memphis.
TEXAS.—Charles F. Gordon, Smithville.
UTAH.*—P. J. Moran, 34 South Central Avenue, Salt Lake City.
VERMONT.—E. K. Sawyer, Franklin, N. H.
VIRGINIA.—Ralph Izard, 910 East Main Street, Richmond.
WASHINGTON.—Lawrence Wood, First Avenue and Main Street, Seattle.
WEST VIRGINIA.—Lemuel B. Spaun, Charleston.
WISCONSIN.—Eswald Pettet, Madison.
WYOMING.*—Ed. P. Taylor, Capitol Building, Cheyenne.
HAWAII.—W. R. Farrington, Honolulu.

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State Directors of the Public Service Reserve

(Directors for States omitted are given in list of State Employment Directors.)

ALASKA.—R. E. Robertson, 200 Seward Building, Juneau.
ALABAMA.—Ray Rushton, Montgomery.
ARKANSAS.—Benjamin D. Brickhouse, Little Rock.
CALIFORNIA.—A. P. Will, Legal Counsel Building, Sacramento.
COLORADO.—William N. W. Blayney, 1729 Arapahoe Street, Denver.
DELAWARE.—Charles Warner, Odd Fellows' Building, Wilmington.
DISTRICT OF COLUMBIA.—Charles V. Wheeler, 1211-A Connecticut Avenue, Washington.
FLORIDA.—Robert Gamble, 106 West Bay Street, Jacksonville.
IDAHO.—O. G. F. Markhus, 705 Bannock Street, Boise.
ILLINOIS.—C. A. Munroe, Council of Defense, Chicago.
IOWA.—H. J. Metcalf, State Council of Defense, Des Moines.
KANSAS.—A. A. Knapp, State Labor Commission, Topeka.
KENTUCKY.—Dr. Frank L. McVey, University of Kentucky, Lexington.
LOUISIANA.—Frank A. Crippen, 804 Gravier Street, New Orleans.
MINNESOTA.—Donald R. Cotton, 1414 Pioneer Building, St. Paul.
MISSISSIPPI.—S. J. Owen, 93 Owen Street, New Albany.
MISSOURI.—C. C. Carson, Central Broom Co., Jefferson City.
NEBRASKA.—George E. Norman, State Department of Labor, Lincoln.
NEVADA.—C. X. Knight, Council of Defense, Reno.
NEW HAMPSHIRE. C. E. Carr, Statehouse, Concord.
NEW MEXICO.—J. H. Wagner, 225 Hillside Avenue, Santa Fe.
NORTH CAROLINA.—T. L. Bland, the Ricks Hotel, Rocky Mount.
NORTH DAKOTA.—J. P. Hardy, Fargo Commercial Club, Fargo.
OKLAHOMA.—H. C. Tyrrell, 302 Central National Bank, Tulsa.
OREGON.—F. T. Griffith, Electric Building, Portland.
PENNSYLVANIA.—J. C. Frazee. Finance Building, Philadelphia.
TENNESSEE.—Samuel L. King, State Capitol, Nashville.
TEXAS.—H. W. Lewis, State Council of Defense, Smithville.
VERMONT.—Robert W. Simonds, State Capitol, Montpelier.
VIRGINIA.—Herbert P. Carter, 529 King Street, Alexandria.
WASHINGTON.—Robert Moran, 4037 Arcade Building, Seattle.
WEST VIRGINIA.—Samuel B. Montgomery, Bureau of Labor, Charleston.

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COMMITTEE ON INDUSTRIAL RELATIONS

CHAMBER OF COMMERCE OF THE UNITED STATES

RIGGS BUILDING, WASHINGTON, D. C.

A NEW SERVICE

War conditions impose upon business and industry problems of great difficulty and unusualness, requiring united thought and action. Competition must give way to " cooperation ". The Chamber of Commerce of the United States whose function it is to develop and put to practical use these cooperative forces is confronted by a huge responsibility. It is probably the most available agency for bringing about an adjustment of industry to war conditions quickly. Unofficial agencies, developed out of industry itself must create a system of self-government, whose primary aim is national military efficiency and whose secondary aim, only, is the welfare of the industry. This is our American, democratic method now in direct competition with the Prussian military autocracy.

The War Service Committees, under the direction of the Chamber, are working out adjustments called for by the War Industries Board as regards materials, fuel, and transportation. The Committee on Industrial Relations has undertaken similarly to join with the War Labor Administration in its task of procuring the maximum utilization of our labor resources.

The Committee has established an office with an Executive Secretary at headquarters, and have approved a general program as follows:

"1. To publish and interpret to the membership and thus to the employing interests of the country, actions taken by the War Labor Administration and all other government agencies affecting industrial relations.

"2. To represent to the War Labor Policies Board and other governmental agencies the interests of the membership and to influence legitimately the actions of those bodies in the direction of the general policies of the Chamber as expressed from time to time.

"3. To investigate all experiments and developments in industrial relations both in this country and abroad and to place before the membership the results of such research. To assist the constituency of the Chamber in bettering the relationship between employer and employee by making available the records of the best experience and practice concerning wage and hours adjustment; methods of handling grievances and discipline, industrial service, (improving the working and living conditions of employees and their families, housing, medical service, recreation, insurance, accident prevention, etc.); dealing with labor organizations; utilizing mediation and arbitration in disputes; securing the cooperation of employees in raising standards of efficiency; improved methods of employment management, hiring, transfer and dismissal, fitting the men to the job.

"The permanent results of the activities of this committee will be educational. If successful, it will have created in the minds of employers a rational attitude, supported by facts and information, concerning the relations between themselves and those whose interests they are administering. The wage-earner is just as dependent upon the intelligent and successful administration of enterprise as is the business upon the loyal and efficient service of the employees. The war has given an impetus toward democratic methods of administration both in public and private enterprise. Industrial administration must adapt itself to those conditions and conform to the prevailing ideas of the time or find itself in antagonistic relationships with all interests with whom it must deal. The employer must conceive himself to be a trustee of the interests of all involved in his enterprise and see that these interests are properly represented lest he be confronted with opposition handicapping all his efforts. These administrative difficulties are not wholly the product of war nor will they disappear at the close of the war; indeed, it is more likely the industrial problem will increase in complexity with the coming of peace."

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The conditions of shortage of labor, the great pressure of demand for products, the shrinkage in the purchasing value of the wage, and the spread of democratic ideas have created the necessity for labor administration all along the line from the government down to the small private manufacturers. The government has established industrial service and labor adjustment sections in connection with all producing departments and administrations: War, Navy, Ordnance, Quartermasters, Signal Corps, Shipping Board, Emergency Fleet, Railroad, Food and Fuel. These are finally coordinated into the War Labor Policies Board. The function of adjusting disputes between employers and employees is performed by the War Labor Board, commonly known as the Taft-Walsh Board.

The most recent step toward a general labor administration has developed out of the announcement of the President, designating the United States Employment Service as the sole recruiting and distributing agency for labor in war industry. This has started throughout the country an organizing movement for local labor administration through Federal Community Labor Boards governing the local United States Employment Exchanges. These local organizations (Community Boards and unofficial Committees on Employment Management) will undoubtedly develop into genuine local labor administrations, supervised by a greatly enlarged and centralized labor administration in Washington and assisting in regulating finally for all industry the distribution of labor, wage standardization, substitution and training of labor.

These developments have all come about so rapidly that their implications and necessary consequences have not been realized. The most farsighted and intelligent opinion sees in these events the beginnings of revolutionary changes in industrial relations which will eventuate in a strong federal labor administration to control this vast machinery.

The employers have an unlimited opportunity at the very beginning to participate in this administration through representatives appointed from nominations made by themselves on all the local boards. The danger of failure is greatest from indifference and lack of understanding among employers, from an unwillingness or incapacity to learn cooperative in place of competitive, methods.

The Chamber of Commerce of the United States acting through this committee was able, at the cordial invitation of federal officials, to assist in the drafting of these plans opening the way for such wide participation of employers as will give them full opportunity, as well as heavy responsibility, for the successful functioning of this system. At the same time it will require collective intelligence and the spirit of cooperation to a degree hitherto rare in most communities.

The Chamber expects that its constituency will make extensive use of its service in this field. Our committee through its Executive Secretary is closely associated with the Labor Administration and is in position to give information and advice concerning its activities. Suggestions for improving the service and information as to local conditions will receive careful consideration.

HENRY P. KENDALL,
Chairman, Committee on Industrial Relations.

Attest: EARL DEAN HOWARD,
Executive Secretary.

August 1, 1918.

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Committee on Industrial Relations.

August 1, 1918.

To Organization Members:

Our bulletin of July 22, 1918 entitled Organization of Local Labor Administrations calls attention to the significance of the organizing activities now proceeding under the general direction of the United States Employment Service. We believe that this will develop into a national labor administration inasmuch as the local Community Labor Boards will be the national agencies of the local administration to deal with all phases of the labor problems.

There is great need that the employing interests should be alert to this opportunity. The United States Employment Service has invited the employers to participate in this organization work and to assist in making the local administration as efficient as possible. The Community Board is sure to become a powerful body, having wide authority over the distribution of labor and the conditions of the labor contract.

The employers have one representative on the Community Board. The personal efficiency of this man and the extent to which he is supported by a strong committee, representing all the employing interests of the district, closely organized for cooperation instead of competition, will determine in

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large measure the success or failure of the plan for regulation of the labor situation. The alternative may be industrial chaos.

Local commercial and industrial organizations are becoming aware of this development and are asking for help in enlightening their membership. We believe we should supplement our bulletins, letters and interviews with a speakers service. The custom of holding noon-day meetings has become a general one, and there are many effective speakers accustomed to address such business-mens meetings.

We ask your assistance in getting a list of such speakers with whom we might correspond or confer, preparing them with all the material necessary to get the message across. This list would be valuable to local chambers in getting up meetings to arouse employers to the opportunity now before them. Let us have all the relevant information concerning each name you may send.

We will appreciate your prompt response,

Very truly yours,

Earl Dean Howard

Executive Secretary.

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Ottawa, August 7, 1918.

Mr. Earl Dean Howard,
Executive Secretary, Committee on Industrial Relations,
Chamber of Commerce of the United States,
Riggs Building,
Washington, D. C.

My dear Mr. Howard:

I am greatly indebted to you for your kind letter of August 3.

I should be happy indeed to have the privilege of staying at the Cosmos Club during my visit to Washington in September. I should be most happy to avail myself of the opportunity of so doing which your letter affords, provided you would find it possible to have me given the privilege of the Club at my own expense during my stay. I should feel none the less your guest by having this privilege accorded me, but I could not think of imposing upon your hospitality by accepting the kindness you offer on any other condition.

There is one other consideration which may make even this acceptance impossible. I hope to have with me when I go to Washington, my secretary, Mr. McGregor, and I should not wish to stay except where I might find it possible also to find accomodation for him. I realize that accomodation anywhere in Washington is very difficult to obtain at this time. It must be doubly difficult to accomodate outsiders at the Cosmos Club. I hope, therefore, you will realize that I fully appreciate the difficulties of arranging for two persons at the Cosmos Club, and that I will fully understand if, under the circumstances, when the time approaches, you should find it difficult or impossible to extend the hospitality you have so generously offered.

I look forward with the greatest interest to talks with yourself, and the opportunity of learning at first hand more of the work you have been doing of late, and the splendid opportunities which appear now to lie before you.

With kind personal regards, Believe me,

Yours very sincerely,

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Aug. 9, 1918

Committee on Industrial Relations.

Hon. W. L. McKenzie King,
The Roxborough,
Ottawa, Canada.

My dear Mr. King:

If you can give me the date of your arrival in Washington a few days or even a week in advance I do not anticipate any difficulty in getting accomodations for both you and your secretary at the Cosmos Club. In case I should fail to get accomodations for your secretary at the club would you care to have me find a room for him within two or three blocks of the club, giving him a card with all the privileges of the club except the room accomodation? This will enable him to do all your work at the club as there are plenty of rooms for that purpose. Moreover, I should be very glad if you would make use of my office which is very convenient to the club, while in the city. We have a large office with plenty of desk space and he might find it very convenient to do his work here instead of at his hotel or club. You shall have the guest privileges of the club on your own terms.

I am anticipating some interesting talks with a number of men who are now stationed in Washington with interests very similar to our own.

Now that the end of the war seems appreciably near the interests of men in the conditions after the war, especially in terms of industrial democracy, have been much stimulated. It is an idea of our president, Mr. Harry A. Wheeler that this committee should begin to make preparations and to prepare our constituency for the conditions which must be met at that critical time.

Professor Leon C. Marshall, whose work in connection with the organization of the Federal Labor Administration you are no doubt familiar with, has thrown out a question in sort of a symposium. I presume he has some practical use for the result in his work on Industrial Relations for the Shipping Board. The question is this:

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"Precisely what is the content of Industrial Democracy". I should be very much interested to see your contribution.

Very sincerely yours,

Earl Dean Howard

Executive Secretary.

EDH H

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The Roxborough,
Ottawa, August 18, 1918.

Mr. Earl Dean Howard,
Executive Secretary, Committee on Industrial Relations,
Chamber of Commerce of the United States,
Riggs Building,
Washington, D. C.

Dear Mr. Howard:

I received on my return to Ottawa to-day, after an absence of some days, your very kind letter of the 9th instant.

It is extremely generous of you to give the assurance which your letter contains. Just as soon as I know definitely of the time of my intended visit to Washington, I shall communicate with you at once, and shall be grateful to have whatever arrangement you may find it most convenient and possible to make. Meanwhile, I hope you will please accept my grateful acknowledgment of your kindness.

I had not anticipated my recent absence from Ottawa, and it has thrown me somewhat behind in the work on which I am engaged. As a consequence, my visit to Washington may be a little later than I had anticipated.

Answering the question asked by Professor Marshall, I should be inclined to say that the content of industrial democracy - if I understand the significance of the word "content" - is a due appreciation of the status of the workers, not less as an end in themselves than as a means to an end; the end in themselves being the free development of personality; and the means to an end being partners in the material production which constitutes the economic basis of society. This is a rather crude and offhand expression of the thought which the question suggests to my mind. Were I to seek to develop the idea, I should probably wish to enlarge upon what this implies in the way of sharing the control of industry, etc., etc. The question of status is the main one.

Giving another expression to the same thought, I should be inclined to say that the content of industrial democracy is summed up in taking literally Aristotle's saying that "Every man is born to be a citizen". While the Greeks held this view as a political maxim, they limited citizenship,

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in the sense in which they used the term, to the privileged classes. For the purpose of the State, the workers were not men, but slaves. Industrial democracy recognizes no such false distinctions. It emphasizes rather that citizenship finds its truest expression in some form of industrial service.

Perhaps I have mistaken the significance of the word "content", but I imagine I have come sufficiently close to what Professor Marshall has in mind to indicate the nature of my views.

Yours very sincerely,

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Sept. 6, 1918

Committee on Industrial Relations.

Mr. W. L. McKenzie King,
The Roxborough,
Ottawa, Canada.

My dear Mr. King:

I hope that you will let me know as soon as possible the dates of your intended visit to Washington. It looks at present as though I might have to spend considerable time travelling and I should not like to make any arrangements of that sort which will conflict with our arrangement for a conference.

I will forward your ideas on Industrial Democracy to Professor Marshall.

I enclose a copy of a short address I made on the subject.

Yours very sincerely,

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NORTHWESTERN UNIVERSITY CHAPEL ADDRESS - April 4, 1918

WHAT IS THE MEANING OF DEMOCRACY IN INDUSTRY.

By Earl Dean Howard.

The war has made us all very serious about life. We are driven instinctively to question the meaning of the awful events. Feelings of horror, passionate hatreds and black pessimism threaten to crush us. In our searching for light we discover ourselves grappling with the fundamental problems of philosophyand religion. Even college students no longer regard conversation on serious subjects as evidence of eccentricity. Our frivilous preoccupation with petty and selfish interests before the war seems contemptible to us now. The motives of business men have been transferred. The experience of Mr. Britling is coming home to us. Like the rest of you, I have had to think my way thru to some solid mental basis of judgment and action. I have taken the occasion of this invitation to set down as carefully and clearly as I could the concepts which serve me well as a spiritual anchorage in this storm.

I am not one of those who regard the present war as a calamity. The war appears to me as a great fermentation of the corruption of materialistic belief. When the wholesome purging is accomplished, then will come the compensation.

The war, again, is the process of righteousness overcoming evil. Righteousness may be conceived as a condition of harmonious adjustment between the individual and the universe. Evil is the discord, the pain and suffering, which is the consequence and symptom of maladjustment.

Our great president has interpreted the purpose of the war "to make the world safe for democracy". He believes that democracy is a necessary means to righteousness. Democracy recognizes the value of the individual soul and the necessity of liberty so that the individual may not be hindered in his pursuit of righteousness. For righteousness is a matter of individual choices and spiritual perceptions. It is a matter of individual responsibility for the proper ordering of his relations with his neighbors. It is not an accident that German autocracy has manifested ruthless cruelty, treachery, gross and cynical materialism. A belief in the philosophy of autocracy will produce the same phenomona inevitably whether in statecraft or industry.

From an economist the statement that the belief in materialism as the source of evil sounds strange. Our conscience is supposed to glorify material wealth and to make prosperity synonomous with salvation.

I venture to assert that such a definition of our science would be repudiated by most progressive economists. Economists in the science of human relations in business affairs. We are more concerned about justice and righteousness in business relationship than about the production of wealth. We recognize that wealth is a <u>means</u> and not an <u>end</u> in human life and it is our privilege to assist in properly subordinating business interests and activities to the higher interests of life. The program of the English labor party recently announced, summons us to research upon a higher plane. Our economics also will share in the purification of the war.

"Democracy in industry" is even now becoming the foremost topic in economic discussion. It may be translated "Righteousness in business relations". Our national weakness as revealed by the stress of war is discovered to lie in our insecure and bad industrial relations. Industrial autocracy, whether in the

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form of domination by corporations or by unions is our enemy at home even as German autocracy is our enemy over there. Both of these autocracies are the visible manifestations of erroneous beliefs and we must suffer and struggle until their falsity and unreality are demonstrated.

For seven years it has been my privilege to assist in an experiment in industry democracy. The keen instinct for justice and righteousness of Mr. Joseph Schaffner, of Hart Schaffner & Marx, trustee of this university and founder of our school of commerce, set the experiment going. The unsatisfactoriness of industrial autocracy was demonstrated by a severe general strike in the clothing industry. The business which had served the interests of the proprietors and customers so well had neglected the interests of its seven thousand workers in the tailor shops.

We have discovered a method by which the interests of these employes may be adequately and effectively represented in the management. Wages, hours, and conditions of work are determined by collective bargaining. All grievances and complaints are arbitrated without delay. We are even now seriously considering the establishment of a self-governing uniform factory.

Industrial democracy recognizes that business is not an end in itself but merely a means contributing to abundance of life. While the primary purpose of business is to provide an adequate material basis of life, yet, at the same time, it affords opportunities for social and spiritual gains. Industrial democracy transforms the necessity of making a living into an opportunity for social life and a training of social virtues.

Democracy, both political and industrial, would make the world a decent and favorable place for spiritual development. Autocracy, both political and industrial, believing in material force and material wealth, would degrade mankind and obstruct the way to the reign of righteousness.

To the materialist the losses of this war are appalling. It is true that goods and cities are being destroyed, but democratic institutions and better social relations are emerging. It is also true that men's bodies are maimed and destroyed, but their souls are ennobled and made imperishable. Structure of brick and steel crumble that ideals, democratic institutions and right relations among men may be obtained.

Our entrance into the war was a declaration that as a nation we esteemed righteousness to be worth more than riches; that on faith in democracy as a means to righteousness was so impelling as t justify the sacrifice of incalculable wealth and thousands of mortal existence. We have confessed that ideals and beliefs, mere mental phenomena, are the realities of supreme importance when compared with material prosperity and mortal lives. Otherwise, our war efforts are folly and our heroic sacrifices futile.

We have undertaken, therefore, a great transformation of beliefs and ideas, the revolutionary efforts of which are alone revealing themselves. Industrial democracy signifies to the business man and economist his share of opportunity and duty in the new order of things.

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Chamber of Commerce of the United States

Washington

COMMITTEE ON INDUSTRIAL RELATIONS

August 24, 1918.

Local Committees on Industrial Relations.

The Committee on Industrial Relations recommends to each local Chamber or Association of Commerce the appointment of a committee with which this committee can establish direct relationships for the benefit of your local employers.

There is no need of calling attention to the gravity of the problems of the relations between employer and employee created by war conditions- problems which are likely to become more rather than less difficulty after Germany shall have been restored to her right mind. There is great need, however, that much scientific thinking and planning should be done by industrial leaders everywhere so that the inevitable economic changes may be evolutionary and not revolutionary in character. Broad understanding and right thinking on economic relations is most essential now.

Right thinking is the very basis of organized life in a democratic country. Right thinking, however, is an achievement which is the reward of intense collective effort and the intelligent use of the resources of organization. Right thinking is effective only if it can be brought to bear upon decisions and plans for action.

Suggestion for Local Committee

We propose that your local organization should select a small group of qualified persons upon whom to place the direct responsibility of local leadership in right thinking on industrial relations. They will not only promulgate right ideas in their communities through local publications, correspondence, conferences, and public meetings but will contribute to the common fund of information and suggestions through this committee for the benefit of all similar committees everywhere.

In recent bulletins entitled "Organization of Local Labor Administrations" and "Community Labor Boards", this committee has urged the appointment of local committees to bring the local employers into effective cooperation with the labor administration. While the relationship between this committee and the one we propose should be very close, it is unlikely that the personnel of the one, chosen to be broadly representative of all local industries, will be best qualified in all cases to undertake the responsibility herein described.

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Personnel of Committee

These committees may become the medium of expression for the most enlightened ideas and the agency through which they can be applied in industry. In an unusual degree, their effectiveness will depend upon their personnel. While variety of opinion is desirable, men who represent mere prejudices or class interests may seriously obstruct if not defeat the purpose of the committee. The men to be sought for should have broad understanding of our economic system gained through practical experience which has broadened rather than narrowed them. They should be men of scientific mode of thought, dispassionate, patient; of balanced, judgment and sense of proportion; of humane instincts but without sentimentality or credulity; unbiased by their own personal interests or belief in panaceas; correctly estimating the frailties as well as the possibilities of human nature. Of course, these qualifications are not to be found in every member but they should appear in the committee as a whole. Above all, the personnel of the committee should give it unquestioned leadership in guiding the local public opinion in these controversial and dangerous questions.

Function of the Committee

The committee must determine upon a working basis of general principles in order that its activities may have definite purpose and direction. It should devise means by which it may be kept informed of the labor conditions in its community, especially where conditions are not satisfactory. It should avoid becoming involved in controversies but should study the cause of trouble and advocate proper methods for their elimination. The committee should impress upon the local employers at all times that all have a common interest in the state of industrial relations in the community; bad employment conditions in one plant may spread an infection of discontent to its neighbors, while the reputation for fairness to the worker may become a great asset to a city, causing a migration of the most desirable class of labor in that direction.

Realizing that good intentions are not sufficient unless they are energized to produce intelligent plans and efficient agencies for accomplishing results, the committee will assist employers, collectively and individually, to understand and utilize methods of demonstrated value.

Labor Management

The committee will find itself on safe ground in promoting the idea of specialized or functionalized labor management as part of the organization of every industry or individual concern. Responsibility for sound and trustworthy industrial relations should rank with responsibility for sales, finance, production, and purchasing. In most cases this func-

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tion is one of the more or less neglected duties of the production manager. There is enough experience available to prove that the average production manager is not qualified by reason of his responsibilities and training for labor management under present and, particularly, under future labor conditions as they are foreseen by the keenest visioned men. The ambitious schemes of the "live-wire" sales manager, splendid in themselves, must be subjected to the "wet-blanket" scrutiny of the credit man or the finance committee; just so, the production manager cannot safely be permitted to speed up his processes and cut his costs regardless of the effect of his activities upon the employees whose interests are concerned, but should submit his plans for criticism and revision to a labor manager, coordinate with him in authority.

The essential point, however, is that there should be people thinking about industry from the standpoint of the interests of the workers, - people in the management of individual concerns, in industrial associations, in Chambers of Commerce and in Washington. Such thinking will correct many evils in industrial relations at the source, will inform the ignorant, curb the unscrupulous and fasten responsibility upon the careless or reckless employer. After all, industry exists for the benefit of the people and not the people for the benefit of industry.

H. P. Kendall

Chairman,
Committee on Industrial Relations.

Earl Dean Howard

Executive Secretary.

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The Roxborough,
Ottawa, September 10, 1916.

Mr. Earl Dean Howard,
Executive Secretary, Committee on Industrial Relations,
Chamber of Commerce of the United States,
Riggs Building,
Washington, D. C.

Dear Sir:

Your letter of the 6th instant and its enclosures, addressed to Mr. Mackenzie King, has been received here to-day and is being sent on immediately to Mr. King at his summer home at Kingsmere, Que.

In case Mr. King should not have an early opportunity of sending a personal reply, will you kindly accept this communication meantime as an acknowledgment of the receipt of your letter.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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Mr Mackenzie King
The Rockcliffe
Ottawa Canada

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UNITED STATES SHIPPING BOARD
EMERGENCY FLEET CORPORATION
PHILADELPHIA, PA.

September 10, 1918.

Mr. Earl Dean Howard,
Chamber of Commerce,
Riggs Building,
Washington, D. C.

My dear Mr. Howard:

Thank you for your letter of September 6 transmitting Mr. King's definition of the content of Industrial Democracy. I am interested in his views on the matter and appreciate the care he has taken in answering my query.

Yours very sincerely,

L C Marshall

LCM:H

Director of Industrial
Relations.

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Denver, Colo.
November 9, 1918

Private and Confidential

Mr. Earl Dean Howard,
Secretary, Committee on Industrial Relations,
United States Chamber of Commerce,
Riggs Building,
Washington, D. C.

Dear Mr. Howard:

I have received and read through with much interest the preliminary suggestions for referendum on industrial relations, which has been sent out by your Committee. Of course I endorse every line of the document, and should like to thank you for having me favored with a copy.

May I take advantage of acknowledging this communication to ask you in strict confidence whether you could give me know of two or three men who may be available for the position of Employment Manager of large concerns, and whom you would not hesitate to recommend for such positions. I have, from time to time, opportunity of placing the right kind of man, but the difficulty, as you well know, is to find him. Just at the present time, I am engaged on a survey of industrial conditions in the factories of the Great Western Sugar Company. If I could be perfectly sure of the right man to fill the position of Employment Manager in this important concern, I believe the Company would be willing to accept my recommendation. Can you think of anyone whom you would recommend? I could perhaps arrange to have such a person come west for conference with the Company and myself, while I am here. If you have no one in mind at the moment, perhaps you will be willing to keep in mind the need I have mentioned, and when I return to the east I could perhaps arrange to see any persons with whom you might think it would be well to become acquainted.

I am delighted with the splendid service you are certainly rendering Industry and Humanity in helping to mould

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business opinion along the lines you are fashioning it.

With kind regards, Believe me,

Yours very sincerely,

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Committee on Industrial Relations.

November 13, 1918.

Mr. W. Mackenzie King,
The Brown Palace Hotel,
Denver, Colo.

My dear Mr. King:

I make haste to reply to yours of November 9th, because I have no other than your hotel address in the West, and hope this will reach you before your departure from that address.

It so happens that just last evening I was talking with Professor J. H. Willits, specialist in labor courses in the University of Pennsylvania for several years. He has been very active as secretary of the Employment Managers' Association in Philadelphia, and has made research studies for the Employers' Association on the subject of unemployment. He has been for the past year employemnt superintendent in the Naval Aircraft Factory in Philadelphia, a government enterprise under the Navy Department.

On account of the very near prospect of closing down the operations of this enterprise, he is ready to consider another place. He does not expect to return to the university until next October, if at all. I regard him very highly, and think he ought to be reserved for some very important post, because you know there are very few men of first class who are available for calls when big concerns happen to be converted to the right idea.

Another possible applicant might be Mr. Gilbert L. Campbell, who lives on Harrison street, Evanston, Illinois. Mr. Campbell was my assistant for several years, and is particularly qualified in dealing with institutions where there is organized labor. He is particularly successful with union representatives and in adjusting wages, piece work and prices, also in repre- the company's interest in litigation before our trade board. He is very patriotic, and left me to engage in war work with the Shipping Board, but I understand he was obliged to return to Chicago on account of domestic affairs, and is now engaged in cnducting the employment managers' course in Chicago. This undertaking will require only a couple of months.

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Another first class man who might be attracted by opportunities sufficiently promising is Professor Ralph E. Heilman, who has been connected for the past six months with the adjustment board ofthe Shipping Board. As he is in the field, he could probably be reached in the best way through Professor W. E. Hotchkiss, 1311 Massachusetts Ave., Shipping Board, Washington, D. C., who is chief of that division. Professor Heilman is a full professor at Northwestern University, and is co-author of the book on profit sharing, by Burrett, Kendall, Dennison and Heilman.

Our committee met about two weeks ago and prepared a report for referendum. The committee was evenly divided as to whether it should be based on the war program or upon the conditions of reconstruction. A compromise was made, which turns out to be satisfactory to nobody, as the coming of peace has made the report obsolete. The Committee is meeting this coming Friday, at which time we shall probably prepare two reports, one representing the liberal, and the other the conservative attitude. Several of the liberal group, including Messrs. Kendall, Filene, Neill and Breuere, have expressed approval of the draft which I sent you. I enclose my latest revised draft, which will be presented to the Committee. Your letter so kindly, but rather indiscriminately, endorsing the draft will no doubt be of great help to me with the liberal members of the Committee; the others are beyond our persuasion. I should have liked it a little better if you had pointed out some of the weaknesses of my proposition.

As I see it, there are only three alternatives as fundamental bases for a policy.

One - Return to the status quo ante, wherein industrial relations are determined by the bargaining power of one side against the other either individually or collectively.

Two - Modification of this method by arbitration when disputes reach a certain stage and threaten to paralyze industry. This results in building up precedents and scattered awards, after the fashion of the development of our common law, but which involves compulsory arbitration of one form or another.

Three - Effort made to introduce law and government into industry, preferably with a minimum of governmental influence and a maximum of self-government jointly by employers and employes in the industry. This I call standardization for want of a better word, meaning by the term, the adjustment of industrial relations according to some fixed principle which implies more or less uniformity. The signal merit of this method is, of course, that it takes out of the hands of a particular employer and his employes the adjustment of industrial relations, particularly wages, and places and places the competitors on the same level, thus removing incentives to lower standards for the sake of profit.

I am quite aware of the difficulties of introducing this method but it seems to me to give us a line of direction which we can work out step by step and through constant failures. My participation in the needle trades conference, at which the delegates were asked to provide for a war policies board and committee out of which might come an adjustment board for the industry, composed equally of management and workers, was on the same line as the metal trades board, of which Mr. Suzzallo is chairman.
(of Washington Univ. Seattle)

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I am very much pleased to learn that you are still in this country because there is still a chance that you may come to Washington for the promised conference. I expect to be in Chicago the week of 17-23, November. If you happen to be passing through a word addressed to Hart, Schaffner & Marx will reach me.

Yours very sincerely,

Earl Dean Howard

Executive Secretary.

Enc.
EDH -111

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CHAMBER OF COMMERCE OF THE UNITED STATES
Committee on Industrial Relations
Earl Dean Howard, Secretary.

November 12, 1918.

Tentative Draft for Report of Committee.

1. The world war and its consequences has profoundly affected the economic as well as the political relationships of men. There is equal necessity for courageous, intelligent, and competent leadership in both fields of human interests.

2. War conditions forced the government to take a hand in the adjustment of industrial relations. Hitherto these relations had been determined by free contract between the interested parties. When it became obvious, however, that the natural operation of economic laws with the inevitable conflict of interests, would produce conditions threatening to defeat the war program, the government could not refrain from interference. Some administrative control must be continued even after the war, so far as it is evident that an abrupt return to the policy of free contract is dangerous to the future prosperity and peace of the country.

3. It is the duty of the Chamber of Commerce of the United States as the national organization of American business to express the broad and constructive views of business men and to formulate the principles upon which industrial peace may be secured. The Chamber does not speak in the spirit of class interest or partisanship. Any plan which disregards the proper interests of any portion of the community cannot promote the enduring prosperity of the country; class interests must be subordinated to the general welfare. Any plan must be thoroughly and deal with fundamental difficulties and not with mere symptoms.

4. The Chamber has hitherto formulated no general policy dealing with the broad subject of industrial relations. It has stood for the principles of peaceful adjustment of controversies in preference to a settlement by force. In the broad field it has opportunity to speak without prejudice because of any past attitude, and to submit a patriotic and constructive program for the support of all classes, It is in a position to declare the interests of employers not engaged in industry in the maintenance of public peace and prosperity and their right to demand that

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neither employer nor employe shall create or continue a system of industrial relations harmful to the general interest.

5. Any consideration of the subject of industrial relations must start with a full realization of the fact that such relations in some of their aspects inevitably involve conflict of interests. All that can be hoped for in any program, however, constructive, is to confine the controversies between employer and employe to those points upon which there is conflict of interests and to establish methods of adjusting this conflict without resort to force. The public interest in the uninterrupted operation of industries and utilities demands the adjustment of industrial relations by peaceable methods with due regard to the economic welfare of all classes and making possible to every person the fullest measure of secure and comfortable livelihood.

6. Industrial peace is both a favorable condition and a symptom of healthy industrial relations. It is an achievement of human intelligence and effort collectively applied and not, as experience is showing, the natural result from individualistic enterprise, however efficient.

7. The Committee believes that force, whether by economic pressure or by violence, should not be relied upon as the means of settling industrial controversies; it believes that some means should be found for settling such controversies according to right and justice.

8. The adjustment of industrial relations by free and unrestricted contract between the employer and his employes, on the basis of economic power rather than on principle is bound to make for dissatisfaction, especially among those workers who are collectively weak. It tempts labor to resort to uneconomic practices, such as restriction of output, strikes, closed shop, etc., in order to gain or consolidate economic strength. Worse than all this waste is the real hostility toward the wage system created in the minds of the economically weak who are unable to maintain satisfactory standards by bargaining. Such dangerous tendencies, expressed by the radical socialists and the I. W. W. with its policy of sabotage, indicate the urgent need for some better system of adjusting industrial relations.

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9. The policy of leaderless drift without administrative regulation or direction anywhere permits the exploitation of labor by irresponsible, unscrupulous, or helpless employers to the detriment of legitimate industry, at the same time it often places autocratic power in the hands of ignorant, violent, or self-seeking labor leaders whose tyrannical policies, adopted to fortify their own power, are obstructive and dangerous to industry and harmful to the workers themselves.

10. There is, of course, a large section of wage-earners who are satisfied with the system of free and unrestricted contract. Strongly organized for collective bargaining or protected by some natural advantage, they are able to bargain on equal terms, at least; they regard the strike as merely a resource in the bargaining process. During the war, especially, the disproportionate demand for labor enabled this class to gain great advantages and their discontent or restlessness is due merely to the idea that they are not realizing the full advantage of their economic position. Such unrest may be allayed by improvements in working conditions, better housing, elimination of profiteering by employers, better employment management, adjustment of minor personal grievances, more rational and uniform scales of wages - none of these requiring any general changes in the system of free contract.

11. The plan of the Government through its war labor administration contemplated the adjustment of industrial relations, not by conflict, but by agencies established for the purpose in which the workers' interest has equal influence with that of the employer. The principle of self-government by industries themselves as well as of equal representation of all interests involved must prevail in this democratic country. The process oforganizing adjustment boards for the standardization of wages, hours, and conditions of employment, for the interpretation and application of such standards, and for their enforcement, is now going forward. Your Committee approves this principle and urges the various industries to hasten their organization, following the example of the metals, building, and needle trades, to meet the difficult problems of reconstruction. Wherever employer and employes are able by joint action to create an effective agency for the regulation of their industry on the basis of right principles, the necessity for federal or state control

Refrain-taken the base of all machin-ery for the peace-ful Settle-ment of Controversy

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or interference will be minimized and the risk of the paralysis of industrial warfare will be escaped.

12. Most industrial managers will acknowledge that employment conditions are frequently not satisfactory, but they will show how the pressure of competitive conditions makes it impossible for the single employer or individual enterprise to improve upon them. The plan of organizing adjustment boards provides a remedy for this difficulty by assisting each industry or trade to establish standards for itself under the sanction of the government and protected against the demoralization of competition. It is only by collective action of management through adequate agencies that certain conditions of industrial relations, admittedly unsatisfactory from every standpoint, can be corrected and certain conflicts of interest, hitherto thought irreconcilable, can be composed by the application of the rule of reason.

13. The policy of determining industrial relations (wages, hours, and conditions of employment), not by a process of measuring the economic strength of the worker against management but by a process in which reason, public policy, human needs shall predominate over might, has one great advantage - it disposes of at least three fourths of the causes of friction and strife between the employer and his employes. The essential conflict of interests between the wage-payer and the wage-receiver is not eliminated, of course, but is transferred to a forum where the issues are larger and clearer and less confused by personal and petty considerations. Ultimately the consumer pays the wage and the conflict of interest will then shift from the employer to the public as one of the parties. The employer will be relieved of the temptation to make an extra profit by reducing wages and need not complain since all his competitors will be held to the same standard. Private enterprise and initiative exercised constructively, will be accelerated rather than discouraged by thus protecting standards of industrial relations.

14. There are even now establishments and industries where standardization is already imposed upon the employer, not by a board in which his interests are represented, but arbitrarily by a labor union. The strongest consideration

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the
influential in/making of these standards is the primary necessity of the union to maintain its own existence and dominant power. The future issue is not likely to lie in a choice between a system of free contract and standardization by joint boards but between standards based on principle and arbitrary standards fixed by organized labor.

15. A British Commission on Reconstruction investigating the subject of industrial relations, as our committee is doing now, concludes that any plan should include "a means for securing to the workpeople a greater share in and responsibility for the determination and observation of the conditions under which their work is carried on, together with a better understanding and closer cooperation between the workpeople and their employers." (Whitley Report.)

16. To give practical effect to this principle, your Committee commends to employers the plan urged by the various adjusting boards of the federal labor administration. Thisplan involves the establishment of Committees of Employees, truly cf. Colorado Plan representative of their interests, with whom the management may confer on all matters pertaining to employment conditios. Joint Committees composed of equal representation of management and workers with a non-partisan chairman might be formed. They a further development would be responsible for the creation, enforcement, and application of standards agreed upon. While your committee does not wish to recommend any detailed plan for administering the principle of regulated standards, it believes that the suggestion of joint committees, already successful in many American establishments, civil reform in Colorado, etc. — offers a method by which regulated standards may be made practicable and effective.

17. Power won from a reluctant employer by labor, organized economically or po itically, is likely to be used more unscrupulously and with less constructive wisdom or regard for public welfare than is a participation in management granted by employers in recognition of a moral right of the worker to have it, in so far as he shows himself competent to exercise it wi hout abuse and wisely. Note good.

18 The introduction of collective control into the field of industrial relations wi l permit the adjustment of these relations on the basis of right principles hitherto accepted in theory but not universally applied. Among the principles

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which should govern and control the relations between employer and employe, your committee ventures to propose the following:

1. Industrial enterprise is the source of livelihood of the worker as well as the employer and therefore business should be conducted with full consideration of its functions of creating opportunities for the people attached to and dependent upon it. Both management and men should cooperate to increase the regularity and conti nuity of employment, realizing the demoralizing and evil effects of idle time and migration of labor.

2. The right of the workers (as well as any other group in a democratic country) to organize voluntarily for collective action not inimical to the general welfare cannot be denied or resisted without creating a sense of industrial injustice. Power developed by organization, however, cannot be permitted to work injury to the national welfare nor to demoralize the industrial process. It is the duty of government to require that both management and men function efficiently and mould their motives to fit the accepted ideas of economic justice.

3. Recognition of the right to organize without opposition from the employer must be joined with the obligation of faithful observance of collective agreements, and of cooperation with the management to promote the efficiency of the establishment through discipline and proper rules. If management is to be responsive to the interests of the workers, a larger sense of responsibility must be developed by the employes.

4. Wherever there are collective agreements, or standards regulating industrial relations, impartial agencies must be developed to interpret the agreement and apply it to particular cases. Misunderstanding over awards and partisan administration of them tend to discredit arbitration. Means should be provided by which every dispute may be authoritatively settled. Even an unwise decision is better than an unsettled dispute, poisoning the relationship.

5. "The right of all workers, including common laborers, to a living wage is hereby declared. In fixing wages, minimum rates of pay shall be established which will insure the subsistence of the worker and his family in health and

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reasonable comfort. The provision that wages should not be below that necessary to insure the worker and his family in health and reasonable comfort should mean that an industry that could not pay such wages should not be tolerated." (President's Proclamation April 8, 1918.)

6. The relation between good wages and national prosperity is demonstrated by economic history and theory - Adequate earning power of the working population means abundant purchasing power and keeps business going. When the volume of business is declining, wages should be the last item to be cut down, on the ground that such reductions accelerate the tendency to be resisted. This situation is generally precipitated by the least intelligent or more helpless industrial managers under competitive pressure who take this course because it appears to be the short cut to the preservation of profits. Collective maintenaance of standards as herein proposed will retard, mitigate and shorten industrial depressions.

7. Wherever there is a standardized wage there should also be a specified measure of efficient labor performance. Every worker has a moral right to compensation in direct proportion to his individual accomplishment of service.

8. A uniform workday of a certain number of hours is uneconomic and is too indiscriminating to promote best interests of all concerned. Occupations requiring exhausting effort continuously at high pressure under severe conditions should obviously have a much shorter working day than those requiring little effort intermittently applied under agreeable conditions or those where the seasonabl element is determining, such as agriculture. Sufficient leisure shouldbe given the worker to meet the demands of good citizenship, education and health. Demands for impossibly short hours with excessive overtime pay as a device to increase earnings indirectly are dishonest and tend to defeat legitimate efforts for a shorter working day.

19. As a practical and demonstrated first step toward industrial peace and managerial efficiency, the Committee has already urged the appointment by industrial establishments of an employment service or labor manager. The experience of the

Note: 7 a department of industrial relations — a management representative

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labor manager, coming in contact with the workers and understanding their grievances and aspirations, should ultimately be utilized in the managerial councils if he is not already one of the managers. He should be equipped with adequate influence and authority to represent and direct the management in all matters touching the interests of the employes. No industrial administration is complete until, in some part of it, it is sensitive and responsive to the interests of the employes. If it will not or cannot function accordingto the principles of economic justice, then assuredly outside forceswill sooner or later be beought against it.

20. Your committee recommends the appointment in each industrial community under the auspices of the local Chamber of Commerce or similar organization of a committee on Industrial Relations. This committee should undertake to improve the relationship between local employers and employes by calling attention to better methods of managing and adjusting these relations. The committee should assume the leadership in the community in developing public opinion on this subject, through public discussion and the dissemination of information. Right thinking is the very basis of organized life in a democratic country. Right thinking, however, is an achievement which is the reward of intense collective effort and the intelligent use of the resources of organization. Right thinking is effective only if it can be brought to bear upon decisions and plans for action. These committees may become the medium of expression for the most enlightened ideas and the agency through which they can be applied in industry. In an unusual degree, their effectiveness will depend upon their personnel. While variety of opinion is desirable, men who represent mere prejudices or class interests may seriously obstruct if not defeat the purpose of the committee. The men to be sought for should have broad understanding of our economic system gained through practical experience which has broadened rather than narrowed them. They should be men of scientific mode of thought, dispassionate, patient; of balnced judgment and sense of proportion; of humane instincts but without sentimentality or credulity; unbiased by their own personal interests or belief in panaceas; correctly estimating the frailties as well as the possibilities of

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of human nature. Of course, these qualifications are not to be found in every member but they should appear in the committee as a whole. Above all, the personnel of the committee should give it unquestioned leadership in guiding the local public opinion in these controversial and dangerous questions.

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Denver, Colo.
November 21, 1918

Mr. Earl Dean Howard,
Executive Secretary, Committee on Industrial Relations,
United States Chamber of Commerce,
Riggs Building,
Washington, D. C.

Dear Mr. Howard:

I am very greatly obliged to you for giving me the information contained in your letter of the 13th instant. I shall very gladly bring to the attention of companies with which I have business relations the names which you have sent me of persons who you think would be well qualified to fill the position of Employment Manager, or to supervise departments of industrial relations.

In addition to the names mentioned in your letter, I was pleased to receive a communication from Mr. Paul Wander, mentioning that you had told him of my desire to be made aware of possible applicants for such positions. Please do not hesitate to make known, in any direction that you think may prove of mutual service, my desire to have for purposes of reference the names of persons duly qualified for such positions.

I doubt if I shall be through with my work here before the end of the month. I shall not pass through Chicago, however, without inquiring while there if you are in the city or thereabouts; and if I can so arrange on my way farther east, I shall endeavor to see you at Washington or wherever you may happen to be.

It is very kind of you to keep me in touch with the work of your Committee in the referendum report on industrial relations which it has under consideration. My endorsation of the draft you sent me in a previous letter was deliberately unreserved. I saw nothing in it to which I desired to take exception. I think you are entirely right as to the only

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alternatives as fundamental bases for a policy to govern in industrial controversies. There are the two extremes: that of laissez faire, leaving everything to the parties without interference by the state; the other, state interference going the length of compulsory arbitration and the acceptance of awards under penalty. As a third alternative, there is the course which seems to lie between the two, and which you designate by standardization, whereby principles and policies to govern industries as a whole may be determined by joint conference between the parties, with the assistance of Government in having standards prevail. The latter appears to be the course which the Whitley Committee desire to have pursued in Britain. It seems to me that nothing has anywhere appeared which more effectively harmonizes radical and conservative thought on industrial policy than the report of the Whitley Committee.

In shifting the conflict of interest from the employer to the public under any policy of determining industrial relations on the standardization basis, I think it is most important to consider wherein the interests of the public itself should be safeguarded in the fixation of standards by some method of direct representation of the consumer at the time the standards are being determined. There is, of course, always the inherent right of Government to determine any matters in accordance with what it considers public necessity. If,however,a means can be found whereby, in the fixation of standards at the outset, the interests of the consumer can be effectively safeguarded, it is preferable to the exercise of the veto or modifying power by legislation.

The part of your report which refers to the shifting of the conflict of interests from employer to the public might convey to some the impression that, so long as Capital, Labor, and Management were united in any agreement affecting wages and profits, you had no further concern, and the public could be left to look out for itself. Possibly it would be well to reconsider the wording of this particular part from

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that point of view. I should perhaps have mentioned this in my previous letter, as I observe that the same clause appears in both drafts.

I certainly hope I shall have a chance to talk over with you this and kindred topics in the very near future.

I hope, by the way, you will not fail to see something of Mr. John D. Rockefeller, Jr. at the meeting to be held at Atlantic City next month. I have spoken on two or three occasions to Mr. Rockefeller, Jr. of yourself and your work, and I am perfectly sure that you will very much enjoy any talk you may have together, and that such an opportunity will be equally pleasurable and profitable to him.

Yours very sincerely,

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COMMITTEE ON INDUSTRIAL RELATIONS.

November 25, 1918.

Mr. W. L. Mackenzie King,
The Brown Palace Hotel,
Denver, Colo.

My dear Mr. King:

Your letter of the 21st has just reached me here after a week spent in Chicago. I shall not return to Chicago until after our Atlantic City meeting from December 4th to 7th. I presume by that time you will have returned here and that there will be a chance of meeting you. You do not mention whether your overseas trip has been canceled or not.

Professor Walter Dill Scott has done a very splendid work in the General Staff of the War Department, in introducing scientific methods innpersonnel selection, and incidentally has gathered around him a splendid organization of men, some of whom were not engaged in personnel or employment management work before the war. These men have had an extraordinary experience, and ought to be retained in industry to introduce there the methods which have been so successful in the army. I am very glad to hear of opportunities for such men so that I may communicate information to them. Just at present they are very uncertain as to what part, if any, they will be called upon to take in demobilization.

I enclose the latest report of our Committee. On account of the armistice it was decided that the Committee would better divide into two sections under two chairmen, each presenting a report reflecting the opinions of the two groups, and leaving it to the Board of Directors as to the manner in which it should be put out to referendum. The report of section "B" has not yet been prepared. Our Committee meets at Atlantic City on the 2d, and there is an opportunity still to make modifications in the report.

Inasmuch as the report is largely my own, I feel personally very much gratified at your kind expressions of agreement. It might interest you to know that there are others, whose opinion we both value, who have agreed in the sentiment therein expressed. Mr. Kendall writes me today that he has shown the report - I quote from his letter as follows:

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"You will be interested to know that Stanley King read our C. of C. Report and declared it the best document he ever read on the subject. Harry Dennison also read it aloud to Dean Gay, said it was 'Historic' and should be made public in any event."

Mr. Stanley King, as you probably know, is secretary to Secretary Baker. Mr. Dennison and Mr. Gay have done a splendid work here in the Division of Planning and Statistics for the war administration. Mr. Dennison is president of the Dennison Manufacturing Company of Boston, whose management sharing plan is well known.

Your ideas as to the interest of the public in this report are very good, and I agree with you that we have not given that phase the attention it deserves. I shall bring this point before the members of the Committee, as we have yet time to incorporate it in the report.

I spent yesterday in Cleveland with Mr. Whiting Williams, president of the Hydraulic Pressed Steel Company. I should like nothing better than to have a conference with you at which he might be present. He has splendid ideas on the subject of industrial relations, and is now having a very interesting experience in putting them into practice.

I am very much indebted to you for your suggestions.

Yours very sincerely,

Executive Secretary.

WDH -111

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CHAMBER OF COMMERCE OF THE UNITED STATES
Committee on Industrial Relations.
Earl Dean Howard, Secretary.

November 15, 1918.

REPORT OF COMMITTEE TO BOARD OF DIRECTORS. SECTION A.
Henry P. Kendall, Chairman.

1. The world war and its consequences has profoundly affected the economic as well as the political relationships of men. There is now greater need for courageous, intelligent and competent leadership in both fields of human interests.

2. War conditions showed conclusively that production depended on industrial peace, and the government was forced to take a hand in the adjustment of industrial relations. Hitherto these relations had been determined by pre-war custom and the usual employment agreements between interested parties. When it became obvious, however, that the natural operation of economic changes, with the inevitable conflict of interests, would produce conditions threatening to defeat the war program, the government could not refrain from interference. The cessation of hostilities and the near approach of peace, does not lessen the gravity of the industrial relations problem, but rather gives it a new phase and leaves it the greatest problem facing the American people today. It may be true that some administrative control must be continued even after the war so long as it remains evident that an abrupt return to the policy of free contract is dangerous to the future presperity and peace of the country. It becomes the imperative and immediate duty therefore for both employing and employed to set about on a broad, constructive plan to work out this great problem themselves. The public interest in the uninterruped operation of industries and utilities demands the adjustment of industrial relations by peaceable methods with due regard to the welfare of all classes and making possible to every person the fullest measure of secure and comfortable livelihood.

3. It is the duty of the Chamber of Commerce of the United States as the national organization of American business to express the broad and constructive

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views of business men and to formulate the principles upon which industrial peace may be secured. The Chamber does not speak in the spirit of class interest or partisanship. Any plan which disregards the proper interests of any portion of the community cannot promote the enduring prosperity of the country; class interests must be subordinated to the general welfare. Any plan must be thorough and deal with fundamental difficulties and not with more symptons.

4. The Chamber has hitherto formulated no general policy dealing with the broad subject of industrial relations. It has stood for the principles of peaceful adjustment of controversies in preference to a settlement by force. In the broad field it has opportunity to speak without prejudice because of any past attitude, and to submit a patriotic and constructive program for the support of all classes. It is in a position to declare the interests of employers not engaged in industry in the maintenance of public peace and prosperity and their right to demand that neither employer nor employe shall create or continue a system of individual relations harmful to the general interest.

5. The adjustment of industrial relations by the usual contractual methods between the employer and his employes, on the basis of economic power rather than on principle, is bound to make for dissatisfaction, especially among those workers who are collectively weak. It tempts labor to resort to practices, such as restriction of output, strikes, closed shop, etc., in order to gain or consolidate their strength. Worse than all this waste is the real hostility toward the wage system created in the minds of the economically weak who are unable to maintain satisfactory standards by bargaining. Such dangerous tendencies, expressed by the radical socialists and the I. W. W. with its policy of sabotage, indicate the urgent need for some better system of adjusting industrial relations.

6. There is, of course, a large section of wage-earners who are satisfied with the system of free and unrestricted contract. Strongly organized for collec. bargaining or protected by some natural advantage, they are able to bargain on equal terms, at least; they regard the strike as merely a resource in the bargain

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process. During the war, especially, the disproportionate demand for labor enabled this class to gain great advantages and their discontent or restlessness is due merely to the idea that they are not realizing the full advantage of their strategic position. Such unrest may be allayed by improvements in working conditions, continuity of employment, better housing, elimination of profiteering by employers, better employment management, adjustment of minor personal grievances, more rational and uniform scales of wages - none of these requiring any general changes in the system of free contract.

7. The plan of the Government through its war labor administration contemplated the adjustment of industrial relations, not by conflict, but by agencies established for the purpose in which the workers' interest has equal influence with that of the employer. The principle of self-government by industries themselves as well as of equal representation of all interests involved should prevail in this democratic country. The process of organizing adjustment boards for the standardization of wages, hours, and conditions of employment, for the interpretation and application of such standards, and for their enforcement, is now going forward. Your Committee approves this principle and urges the various industries to hasten the organization of National adjustment boards in each industry following the example of the metals, building, and needle trades, to meet the difficult problems of reconstruction. Wherever employer and employes are able by joint action to create an effective agency for the regulation of their industry on the basis of right principles, the neccesity for federal or state control or interference will be minimized and the risk of the paralysis of industrial warfare will be escaped.

8. The Committee further recommends the establishment within each plant of committees of employes, truly representative of their interests with whom the management may confer on all matters pertaining to employment conditions; joint committees composed of equal representation of management and workers might be formed. While your Committee does not wish to recommend and detailed plan for the

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work and responsibility of such committees it points out the fact that such joint committees have been for some time in successful operation in many American establishments.

9. The tendency to extand the application of sound principles of profit-sharing should be encouraged. The growing recognition also that the workers may be entrusted with an influence and responsibility in the management in conditions which directly and intimately affect conditions under which they work, is believed to be not only just and good business, but a certain insurance against the cumulative effect of small grievances in creating illwill toward the management. Such voices in the management in this field should be extended as the workers show themselves competent to exercise it wisely and without abuse.

10. Industrial managers acknowledge that employment conditions are frequently not satisfactory, but they show that the pressure of competitive conditions may make it impossible for the single employer or individual enterprise to improve upon them. The plan of organizing adjustment boards provides a remedy for this difficu by assisting each industry or trade to establish standards for itself, protected against the demoralization of these standards by competition. It is only by collective regulation of standards by management through adequate agencies that certain conditions of industrial relations, admittedly unsatisfactory from every standpoint, can be corrected and certain conflicts of interest, hitherto thought irreconcilable, can be composed by the application of the rule of reason.

NOTE - A British Commission on Reconstruction investigating the subject of industrial relations, as your committee is now doing, concludes that any plan should include "a means for securing to the workpeople a greater share in and responsibility for the determination and observation of the conditio under which their work is carried on, together with a better understanding and closer cooperation between the workpeople and their employers." (Whiteley Report)

11. The policy of determining industrial relations (wages, hours, and condit of employment), not only by a process of measuring the economic strength of the worker against management but by a process in which reason, public policy, human needs shall predominate over night, has one great advantage - it disposes of

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least three fourths of the causes of friction and strife between the employer and his employes. The essential conflict of interests between the wage-payor and the wage-receiver is not eliminated, of course, but is transferred to a forum where the issues are larger and clearer and less confused by personal and petty considerations. Ultimately the consumer pays the wage and the conflict of interest will then shift from the employer to the public as one of the parties. The employer will be relieved of the temptation to make an extra profit or prevent losses by reducing wages and need not complain since all his competitors will be held to the same standard. Private enterprise and initiative exercised constructively, will be accelerated rather than discouraged by thus protecting standards of industrial relations.

12. There are even now establishments and industries where standardization is already imposed upon the employer, not by a board in which his interests are represented, but arbitrarily by a labor union. The stongest consideration influential in the making of these standards is the primary necessity of the union to maintain its own existence and dominant power. The future issue is not likely to lie in a choice between a system of free contract and standardization by joint boards but between standards based on principle and arbitrary standards fixed by organized labor.

13. The introduction of general control into the field of industrial relations will permit the adjustment of these relations on the basis of right principles hitherto accepted in theory but not universally applied. Among the principles which should govern and control the relations between employer and employe, your committee ventures to propose the following:

a. Industrial enterprise is the source of livelihood of the worker as well as the employer and therefore business should be conducted with full consideration of its functions of creating opportunities for the people attached to anddependent upon it.

b. Both management and men should cooperate to increase the regularity and

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continuity of employment, realizing the demoralizing and wasteful effects of idle time and migration of labor. Irregularity of employment is the greatest of industrial wastes and one of the main causes of social demoralization. While much of the irregularity of employment may be due to seasonal and other causes beyond the control of industry, nevertheless the collective and individual efforts of management by industries and communities can be effective in a much greater regularization of employment. To the employer the irregularity means an important loss not only on account of the continuing overhead charges but of demoralization in the force incident to the irregularity.

c. The right of the workers (as well as any other group in a democratic country) to organize voluntarily for collective action not inimical to the general welfare cannot be denied or resisted without creating a sense of industrial injustice. Power developed by organization, however, cannot be permitted to work injury to the national welfare nor to demoralize the industrial process. It is the duty as well as the interest of government to require that both management and men function efficiently and mould their motives to fit the accepted ideas of economic justice.

d. Recognition of the right to organize without opposition from the employer must be joined with the obligation of faithful observance of collective agreements, and of cooperation with the management to promote the efficiency of the establishment through discipline and proper rules. If management is to be responsive to the interests of the workers, a larger sense of responsibility must be developed by the employes.

e. Wherever there are collective agreements, or standards regulating industr: relations, impartial agencies must be developed to interpret the agreement and apply it to particualar cases. Misunderstanding over awards and partisan administration of them tend to discredit arbitration. Means should be provided by which every dispute may be promptly and authoritatively settled.

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f. "The right of all workers, including common laborers, to a living wage is hereby declared. In fixing wages, minimum rates of pay shall be established which will insure the subsistence of the worker and his family in health and reasonable comfort. The provision that wages should not be below that necessary to insure the worker and his family in health and reasonable comfort should mean that an industry that could not pay such wages should not be tolerated." (President's Procolamation April 5, 1918.)

g. The relation between good earnings and national prosperity is demonstrated by industrial history and theory; adequate earning power of the working population means abundant purchasing power and keeps business going. When the volume of business is declining, wages should be the last item to be cut down, on the ground that such reductions accelerate the tendency to be resisted. This situation is generally precipitated by the least intelligent or more helpless industrial managers under competitive pressure who take this course because it appears to be the short cut to the preservation of profits and prevention of losses. Collective maintenance od standards as herein proposed will retard, mitigate and shorten industrial depressions.

h. Wherever there is a standardized wage there would also be a specified measure of efficient labor performance. Every worker has a moral right to compensation in direct proportion to his individual accomplishments or service.

i. The tendency toward the reduction of working hours in industry to eight hours in any one working day (or 48 hours per week) is clearly recognized in spite of the fact that it fails to discriminate between widely differing tasks and conditions of work, can not be proved by such evidence as is yet available to be uneconomic, while its value in promoting health, education and better citizenship is widely admitted. That it cannot be strictly applied to conditions in certain industries, preeminently in railroading where longer hours must be provided for to meet conditions which arise with great frequency and in which the only statutory limitation now existing is one of 16 hours, has within the past two years been

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recognized by federal legislation. That in certain hazardous and oppressive tasks to require men or women to continue work for 8 hours in any one day would be to impair health is equally obvious. The 8-hour day in industry has naturally resulted from the growing practice of keeping plants at full production continuously through the 24 hours where a division into two shifts of 12 hours each would admittedly be to over-tax strength and endurance. No better norm for a general regulation of hours of labor throughout industry than the 8-hour day has been proposed, and none other is so logical of so naturally a development out of industrial conditions. Demands for short hours, however, with excessive over-time pay as a device to increase compensation indirectly, are dishonest and tend to defeat legitimate efforts for the proper working day by encouraging men and women to work beyond their strength and to sacrefice to earnings that time which should be given to bodily and mental recuperation and the duties they owe to family and state.

14. Each industry should recognize that the proper administration of its relations with its employes is of sufficient importance to be placed in charge of a responsible director or labor manager, who shall be equipped with adequate influence and authority to represent or direct the management in all matters touching the interests of employes. No industrial administration is complete until at some point it is sensitive or responsive to the aspirations and grievances of the employes. The knowledge and experience of a labor manager should be utilized in the councils of management. The influence of the labor manager should be exercised in the general direction of the business, especialy in matters of organization and functioning of the various departments wherever the interests of the employes are touched. The efficiency of production is often affected fundamentally by actions taken in other departments of the business. These should be correlated through the labor manager. Moreover, the labor manager has to interpret the business policy of the establishment to the working force and frequently forestall opposition and ill feeling by timely explanations of the reasons for such policies and plans. The Committee urges that the Chamber of

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Commerce of the United States assist in extending in every way possible the application of this distinct function of management in all industrial establishments.

15. Your Committee recommends the appointment in each industrial community, under the auspices of the Chamber of Commerce or similar organization, of a committee on Industrial Relations. This committee should undertake to improve the relationship between local employers and employes by calling attention to better methods of managing and adjusting these relations. The committee should assume the leadership in the community in developing public opinion on this subject; through public discussion and the dissemination of information. Right thinking is the very basis of organized life in a democratic country. It is an achievement which is the reward of intense collective effort and the intelligent use of the resources of organization, and is effective only if it can be brought to bear upon decisions and plans for action. These committees may become the medium of expression for the most enlightened ideas and the agency through which they can be applied in industry. In an unusual degree, their effectiveness will depend upon their personnel. While variety of opinion is desirable, men who represent mere prejudices of class interests may seriously obstruct if not defeat the purpose of the committee. The men to be sought for should have broad understanding of our economic system gained through practical experience which has broadened rather than narrowed them. Above all, the personnel of the committee should give it unquestioned leadership in guiding the local public opinion in these controversial and danerous questions.

CONCLUSION.

16. One of the greatest national problems since war began has been that of the labor problem or industrial relations. Since the close of the war, this stands easily first in the problems of reconstruction in this country. Hence, foreseeing men of industry and trade must declare what are the principles that should prevail in this field, and be ready to endorse and help to put them in practice in their industries and communities. Only in this way can this country be able to avert the dangers of industrial conflicts and crises and realize its possibilities industrial and socially.

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The Blackstone Hotel,
Chicago, December 5, 1918

Mr. Earl Dean Howard,
Executive Secretary, Committee on Industrial Relations,
Chamber of Commerce of the United States,
Riggs Building,
Washington, D. C.

Dear Mr. Howard:

I am certainly most unfortunate in the conflict of engagements which seems to arise whenever I attempt to get into direct touch with you.

I arrived at Chicago this morning from Denver, and expect to go on to Youngstown, Ohio, tomorrow night, to be in Toronto on Monday. The turn political events appear to be taking in Canada makes it important that I should reach Ottawa with as little delay as possible. Under the circumstances, I shall have to forego the thought of visiting Washington at this time. I shall probably be in New York before Christmas; but I doubt if the time that is still at my disposal during the present year will permit of a trip to Washington before the year is out. I shall have to await, therefore, some future occasion for our meeting. Meanwhile, I hope we may keep in touch through correspondence.

I trust that the gathering at Atlantic City may prove in every way worthy of its important purpose, and that much may be accomplished as a result of its several conferences.

With kind regards, Believe me,

Yours very sincerely,

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Hart Schaffner & Marx
Good Clothes Makers
Chicago New York

Chicago, December 12, 1918.

Mr. W. L. Mackenzie King,
The Roxborough
Ottawa Canada

My dear Mr. King:

I regret most deeply that I could not have been in Chicago when you were here. On that day I was in Atlantic City attending our Convention, the result of which was as follows:

Our committee split squarely in two, one wing adopting report "A" which you have seen, and the other making a statement that they considered any expression by the Chamber at this time to be ill-advised. The Directors attempted to get unanimity by appointing a sub-committee of three including Mr. Bedford to meet with it, but without success. The speech of Mr. Rockerfeller diverted the Directors' attention from our report and they contented themselves with passing a resolution approving of the principles contained in the speech. Mr. Bedofrd was very active in getting this done. The Directors, however, did not rescind their former resolution that a plan and policy should be adopted by the Chamber for referendum. They postponed the matter for sixty days and in the meantime authorized the collection of data concerning all existing experiments in industrial representation.

The old committee was discharged and the president authorized to reorganize it. I have taken this occasion to return to my work here in Chicago, subject to the call of the President. I expect I shall make the trip to Washington before Christmas and shall probably go to New York at that time. May I ask you to keep me informed of your movements during the month that I may seize any opportunity to meet you.

I have a letter from your publishers saying they would send me a copy of your book. I had already beaten them to it by ordering a copy the minute I saw the announcement. I am very much obliged for your thoughtfulness.

Sincerely yours,

MK/EDH

Earl Dean Howard

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The Roxborough,
Ottawa, January 26, 1918.

Dear Dr. Hughes:

During the week just ended, I have derived singular pleasure from the reading of your latest volume of poems. I cannot say how much I appreciate your goodness in sending me the autographed edition of "Stories and Musings" in which they are contained. If, as I hope you believed, the gift was intended for one who would be genuinely appreciative of its worth, you may feel, I think, that it has not been sent amiss.

I have been asking myself the sort of place your poems should find in our literature, and it seems to me that I do not exaggerate when I say that they represent in verse what Dickens's writings gave to the world in prose. The sympathy and understanding of human nature which they reveal is the same; the desire to disclose the beauty that lies concealed in everything

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that God has made, and even in deformity, is akin, as is also the endeavour to attune the hearts of men to the wisdom of cultivating the homely virtues because of their abiding worth. The love which finds expression in the stories so named, is of the purest and highest, and, as you have made clear, within reach of the lowliest and most humble. There is something about the atmosphere into which one is drawn in their reading very much like that in which one finds one's self after an enjoyment of Millais' paintings. Something of the glory of God's creation is made intelligible to human hearts.

The True Stories of the so-called "Bad" are a noble expression of Christian teaching. How impatient one becomes with the unwillingness, if not genuine inability, on the part of even the churches of our day to understand or interpret the meaning of Christ's life and His message to this world. You have given it, just as Dickens did, in the form in which it was intended for human needs.

With your long experience and high reputation as an educationalist, these poems should exert a considerable influence

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on the minds of those who have to do with the education of the young, and I hope they may gain a wide circulation in all kinds of directions.

Time alone forbids me attempting any adequate appreciation of the poems individually, and the last group in particular. One and all, they afford possible glimpses of the Divine, both in human nature and in the larger world of Nature so well somewhere described as "the visible garment of God".

I shall add the little volume to the others you have so kindly sent me in former years. Alas, I cannot do with this one, as I did with the others, share its pages with my dear mother. Though according to the ways of men this is no longer possible, there still remains the enjoyment of a very real communion of spirit in all that is beautiful and true, and the reading of your little book in the quiet of the evenings of the week has kept her very close to my side.

With real gratitude and kindest remembrances, I am, as always, dear Dr. Hughes,
Yours very sincerely,

W. L. MACKENZIE KING

Dr. James L. Hughes,
Toronto.

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47 Dundonald Street,
Toronto. March 17

Dear Friend,

I hope you may enjoy the assurance that my heartiest applause at my leisure time on Thursday night in Waterloo came when I very incompletely expressed my opinions regarding your work for brotherhood. My subject was "Burns the Democrat". He was Christ's greatest in regard to Individuality, and Brotherhood; and labor conditions I claimed to be the clearest proof that men do not yet fully understand Brotherhood. I quoted - "Why should we men be brothers?" (Epis to H. Blackburn) and "It's hardly in a body's power
To keep oth timeo from being sours
To see how things are shaped."
Epis. to Davie

and turned you, Lloyd George, the Methodist Conference etc. loose and they responded in grand fashion.

Yours hopefully
James L. Hughes

over

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I am sending you a sketch of David Willson, and Sharon Temple that I compiled for sale at our opening day in September. I said a few words on my own at the close, that may interest you.

J. L. H.

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THE SUPREME COURT OF
BRITISH COLUMBIA

SUPREME COURT

Vancouver
Jan 30 18

Dear Rex

No doubt you have wondered
why I have not written before but
I received your letter and only
found it this morning in an
old pair of working pants I
had taken and was being certain
to take your address and so
will write as it is I am
sending this to the Rockmount where
it will be forwarded I presume to your
present address. Of course
I was disappointed to learn that
you had lost in your bid in
Quebec as in my judgment both
through huge waste of public money
and general humbug there was
only one thing to do for those who put
the interests of efficiency in view of the
attitude of Quebec It may be that
that the present spirit is only a
camouflaged fog machine but
the net result of happenings so far
has been to divide the country on

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SUPREME COURT

THE SUPREME COURT OF
BRITISH COLUMBIA

racial lines and to establish
another Ireland in Canada with
the result that his race will
no longer have the influence it
once had and will only be looked
upon as a picturesque
relic of the Canadian world.

The only thing for you to do now
is to concede that the assumption
upon which the action is based and to loyally accept
the verdict. If you will bend
any endeavour with the British
element of the community - I
cannot but foresee a number
of independent supporters of the Government
in the Commons in order to form
a clear majority and although I sometimes have been
hitherto loyal as a private member
the present attitude is that I will forthwith
withdraw my
attitude so that I can still forthwith
act with the moderate crowd.

I am glad you thought well
of the address but notwithstanding
your fine speech I still think that
the more principal influence for
peace cannot be devised than
the use of a common language

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SUPREME COURT

THE SUPREME COURT OF
BRITISH COLUMBIA

English of course would be the best as it already possesses both grammars of the two languages that is no chance of the latter but would allow it to be taught in their primary schools. Their interests are at one as regards their school friends are viewing their history - which is going to be the key stone - of the future anglo saxon alliance

Must close now as we are both busy - the other parts busily engaged in making - what I am already to call work -

Hope it is finding everybody
I hope your folks are all right

Sincerely yours

J. M.

(Gordon Hunter)

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PERSONAL

THe Roxborough,
Ottawa, February 6, 1918.

Hon. Gordon Hunter,
Chief Justice of British Columbia,
Victoria, B. C.

My dear Chief:

I was glad to receive this morning your letter of the 30th ultimo, and to know from it that you were well and busy as usual. I am sorry to gather that Mrs. Hunter has been quite poorly. Do tell her for me how sincerely I sympathize with her in her illness, and how much I hope that the word you send of her gradual improvement means that she is now approaching the time of a complete recovery.

Since I last wrote you I lost my dear mother. She was, as I think you know, with me here at Ottawa for about a year. She came to me shortly after my father's death, in August, 1916. She had a long illness, an illness of nearly a year, which, however, only increased the devotion between us, and I miss her sorely now that she is gone. She died just the day after the elections. My eldest and only unmarried sister died in April, 1915, so that since this terrible war commenced I have lost Father, Mother, and sister, and am now quite alone, as my only surviving sister is married and has a family of her own in Walkerton, Ont., and my only brother is married and is living with his family in Denver, Colorado. He, as I think you know, broke down with tuberculosis about five years ago. Though he has made sufficient recovery to write a book on "The Battle With Tuberculosis and How to Win It", he is still able to do only about an hour's work a day. Altogether, the last three or four years have had a good deal in the way of mental anxiety for me.

As to the elections, it would be useless for us to attempt a reconciliation of our points of view, unless it be perhaps that our emphasis was laid in different places. I attached more importance to the damnable Franchise Act than to any other thing, and made my campaign almost exclusively upon its iniquities. I supported the idea of union government, but a government which would be a union in fact, not a union

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of a few Liberal politicians with a Tory administration. It seemed to me that such a union government could only be properly formed after an election and leaders had been returned with a following for whose support they would be in a position to vouch.

Quebec's attitude has been unfortunate, but it is wrong, I think, to blame Laurier for it. He has saved Quebec from becoming wholly Nationalist. The non-enlistment in Quebec was the natural fruit of the campaign of education of Bouressa et al, including the Conservative party, with respect to the Navy.

As to conscription, I believed the Government would either not attempt to enforce conscription, or, if they did, that they would succeed in disuniting the country. Apparently the result is that on both counts they are to be found guilty. To-day they are pretending to conscript men to send abroad, and they are using the press censorship to conceal the means whereby they are seeking to bring in thousands of laborers from the United States to do the work that is necessary on the farms. The whole business is a sort of merry-go-round of public deception and public extravagance.

I am glad to know, from the mention of your pants, in your letter, that you still enjoy Shawinigan Lake, and keep at work about the place. I hope some day I shall have the pleasure of seeing the effect years of change have wrought. I suppose you still remember the time I shot, on your estate, the only surviving female pheasant on a Sunday afternoon, against the laws of both the Province and the Dominion, while enjoying your hospitality, and, as you remarked at the time, committed about as many crimes in one act as it was possible for an individual to commit. I have always regarded this supreme contempt of authority and the amenities of life as something in the nature of an achievement, seeing that there was only a single bullet in a single gun wherewith to accomplish the result, and that the bird was a long distance off. It is pleasant to have these old days brought to mind by your kind letter, and I hope it may not be long before we shall see each other again.

With affectionate remembrances to Mrs. Hunter and yourself, Believe me, as ever,

Yours very sincerely,

W. L. MACKENZIE KING

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Newmarket March 7th 1918

34980

Mr Mackenzie King
Ottawa
Dear Sir,

As you are no doubt aware the Newmarket Military Hospital is being changed into a civilian hospital with a civilian staff to run it. I am sending in an application for a position on the staff. It occurred to me you might have some influence in Ottawa now that patronage is abolished

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If I do not get on the staff at the Hospital I will not worry in the least

Hoping to hear from you believe me to be

Yours truly

W. L. Hall

We have all been wondering up here if you will get a seat in the Dominion Parliament this session

I am making this little suggestion knowing full well you will do what you can for me.

There is a deputation from this riding in Ottawa at the present time waiting on the Premier to try to influence him to appoint the Hon. Jas. Armstrong for the position of Post Master General. They have a signed petition with 600 names on it. My name does not appear in the list consequently Mr Armstrong may not be a suppliant of mine for a job.

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The Roxborough,
Ottawa, March 9, 1918.

Dr. W. G. Hutt,
Newmarket, Ontario.

Dear Dr. Hutt:

You need no assurance that I shall gladly do anything in my power to further your application for a position on the Military Hospital staff at Newmarket. Two or three members of the Hospitals Commission are personal friends of mine here, and would, I think, be glad to make appointments in connection with the Hospital on the basis of professional ability rather than political pull, and it may be that with them I shall be able to exert some influence. I shall make it a point of speaking on your behalf at once.

At the same time, please do not imagine for one minute that patronage has been in the least abolished. In the vernacular of the war zone, all the talk about abolition of patronage thus far has been pure camouflage. Beyond what has been said in the press, there is nothing to evidence it in practice.

I hope your chances for an appointment on the Hospital staff are better than Mr. Armstrong's for the position of Postmaster General, notwithstanding the petition of six hundred names which has been presented on his behalf. His chances for that job are about as good as mine as a substitute for Borden. Appointments of the kind are not the fruit of petitions, though I have no doubt Mr. Armstrong is much flattered by the step taken on his behalf. I am wondering if the deputation referred to is Mr. Danford Roche and Dr. Stevenson, whom I had the pleasure of meeting a day or two ago. If so, I imagine it has more to do with contracts in ink and other articles in connection with the Post Office Department than it has with preferment for Mr. Armstrong.

It is very difficult to say what possible developments there may be in connection with a seat in Parliament. So long as the Government has, as it probably will continue to have, the say as to whether constituencies are to be opened or not, the possibility of finding a seat must necessarily be remote.

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It is a pleasure to hear from you, and thereby to have recalled our pleasant days together during the last campaign. I miss very much the warmth of the friendship which I experienced while in the Riding, and I hope that some good fortune may give me a chance to see some of my many friends ere long.

With kindest regards,

Yours very sincerely,

W. L. MACKENZIE KING

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The Roxborough,
Ottawa, March 28, 1918.

Dr. W. G. Hutt,
Newmarket, Ontario.

Dear Dr. Hutt:

I spoke personally to one or two members of the Hospitals Commission Board respecting the possibility of your receiving an appointment on the staff of the Newmarket Hospital. Such information as I have been able to get has been so indefinite that I finally determined to write a formal communication to Sir James Lougheed, who is the Minister of the Department of Soldiers' Civil Re-Establishment. Sir James, though a political opponent, happens to be a personal friend, and I am sure that he would not be averse to lending good offices for a friend of mine, where he could assist the medical service at the same time. From the enclosed note you will see that Sir James is at present out of the city, but the letter I have written him may help to give my friends on the medical service a chance of seeing that the matter is formally considered. I wanted you to know that, though you had not heard from me, your request has not been overlooked.

With kindest remembrances, Believe me, dear Dr. Hutt,

Yours very sincerely,

W. L. MACKENZIE KING

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34985 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

It is agreed between the sender of the message on the face of this form and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of any unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

Correctness in the transmission and delivery of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding one thousand miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

Ottawa, August 21, 1918.

Mrs. Dr. W. G. Hutt,
Newmarket, Ontario.

Deeply grieved to learn of your bereavement.
I cannot express too sincerely the sympathy I feel for you.
I share the loss of a deeply valued and true friend.

W. L. Mackenzie King.

DAY LETTER
Chg. W.L.Mackenzie King.

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W. L. Mackenzie King Papers

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W. L. Mackenzie King Papers, Volume 40
Correspondence, Primary Series
Pages 34986 - 35758
1918 (Jackson - Proportional)

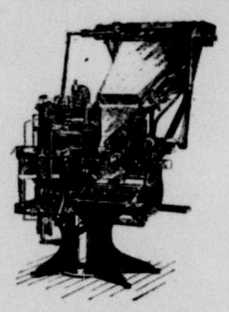
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34986



THE LINOTYPE

Which makes it possible to give ERA Readers the very latest news each week

The Newmarket Era

Oldest and Best Local Paper in the County

L. G. JACKSON, Proprietor.

Newmarket, Ont.,

Jan. 8th, 1918.

Dear Friend King—

Herewith find correspondence re lost parcel.

Kindly advise me what you would like me to do.

Yours truly,

L. G. Jackson

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The Roxborough,
Ottawa, January 14, 1938.

Mr. L. G. Jackson,
The Newmarket "Era",
Newmarket, Ont.

My dear Jackson:

I have your letter of the 8th instant, enclosing correspondence re lost parcel. You have done all that I think it is wise to do under the circumstances, and the matter may as well be allowed to drop at this point.

Meanwhile, I am sending on the file of the correspondence to Victor Hall, of King, that he may see that the matter has received our attention. He was the one who was most affected by the non-receipt of the bills.

Thanking you for your trouble, and with kindest remembrances, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

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34988

CABLE ADDRESS "OBSJAC"
LIEBER'S CODE

JACOBS, HALL, COUTURE & FITCH.
ADVOCATES.
BARRISTERS & SOLICITORS

S.W. JACOBS. K.C. A. RIVES HALL. K.C.
G.C. PAPINEAU-COUTURE. L. FITCH.

TELEPHONES:
MAIN 4410-11.

POWER BUILDING,
83 CRAIG STREET, WEST.
MONTREAL.

January 9th 1918

IN REPLY PLEASE REFER TO OUR NO. _____

Hon.W.L.Mackenzie King,
The Roxborough,
Ottawa,Ont.

Private & Confidential

My dear King:-

Some of your friends here,as you will have noticed, have started to boom you for the leadership, in succession to Sir Wilfrid, and it seems to be going well. I enclose clipping from the Montreal Gazette of to-day,which will show how that paper is treating your proposed leadership.

As you are aware, I have always looked upon you as the natural successor to the Chief,and am glad that I am now in a position to urge it with a little more force. I am going to ascertain from some of our friends in the Government whether they will open Maisonneuve in the event of Lemieux' resignation,and I have reason to believe that they will agree.

There were a number of the new M.P.'s in town yesterday, to interview the Chief,and I spoke to several,all of whom are enthusiastic about you. James Robb,for instance, is strong in your favor,as well as Andrew McMaster, and I know that you can count upon practically every French-Canadian. The element which did not look upon you favorably,from Ontario is now pretty well eliminated, so that you ought to have a clear path. The near future is going to be pregnant with great things,and I know you will be able to cope with them, better than any other man in public life to-day.

I am going to be in Ottawa on Friday, for the day,and will look you up.

With regards and good wishes,and with the hope that the coming year will be one of happiness and prosperity to you, I am,

Yours faithfully,

S. W. JACOBS

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Montreal Gazette Jan. 9.

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LAURIER FAVORS A NEW LEADER

Liberal Chieftain Left Montreal After Advancing Chances of Hon. W. Mackenzie King

LOOKING FOR A SEAT

Laurier Will Remain Until Difficulty Has Been Overcome —Unionist Victory Regarded as Accident

Sir Wilfrid Laurier left for Ottawa yesterday afternoon at 4 o'clock, with the succession of Hon. W. Mackenzie King, ex-minister of labor, to the Liberal leadership considerably advanced, for although willing to remain at the head of his party till the opportunity is ripe for placing a new man in the saddle, the old leader believes the interests will be served by getting the new man on the job with as little delay as possible.

The strongest opposition to Hon. Mackenzie King's leadership formerly came from Ontario, but that hostility pretty well disappeared with the counting of the ballots in that province. The Laurier men think they have made a find in the descendant of the old Upper Canada leader, whose name they believe will appeal to the admirers of Louis Joseph Papineau, in the province of Quebec. They assume that even Henri Bourassa might be inclined to support Mackenzie King's leadership. As Mr. Bourassa, however is considered a doubtful quantity in any political make-up, his active support is not counted on with any degree of enthusiasm by the cool heads of the organization. The story goes that the present leader of the lost cause insists upon the choice of the new Richmond with as little delay as possible.

"Do not tempt Providence too persistently," said the old leader to a devoted friend yesterday, who was insisting that Sir Wilfrid Laurier should remain at the head of his following as long as the affection and confidence of that following are vouchsafed to him.

Sir Wilfrid and his active friends in this province refuse to accept the verdict of the 17th of December, as the condemnation of the Liberal party, but rather as an accident, brought about by hordes of women voters rushing to the polls armed with a new toy and voting for what they called Canada and the Empire. They even decline to admit that the conscriptionist policy of the Unionist Government was squarely endorsed by the country, once more justifying the claim that the men now at the head of the Liberal organization have not yet been brought to realize that an Englishman is a Britisher before being a Grit or a Tory. Mackenzie King will to all intents and purposes represent leadership brought into being in the province of Quebec.

SOLDIERS FOR UNIONISTS.

Hon. Rodolphe Lemieux has been an admirer of Mackenzie King, and with Dr. Beland fresh from German prison life, at the end of the war, as Sir Wilfrid's successor in the Quebec district, the boys cannot see why a success should not be made of the new aspirant for national Liberal leadership. The work of securing a seat for the rising star, who has been twice defeated in his own province, was also considered during Sir Wilfrid Laurier's sojourn. Any way Sir Wilfrid Laurier has consented to remain on till the difficulties are overcome.

The presence of Sir Wilfrid in the city yesterday was more interesting than the day before. The vote of the soldiers, it was reported by Sir Wilfrid's representatives on the other side of the ocean has been emphatic on the side of the Government, and, even the 22nd French-Canadians voted for Borden and conscription. A young man named Levesque had, it appears, written that he is just as strong a conscriptionist as he was a Nationalist, when he took his departure from Montreal, and other discouraging cases are reported, adding strength to the claim that the majority of the Union Government will be increased. This did not prevent the leader from keeping up a cheery attitude, and Sir Wilfrid Laurier was the picture of contentment as he said au revoir to his followers, and left for the seat of Government.

At noon the leader was entertained at the Reform Club, but no formal addresses were delivered, the company simply listening to the leader as he fought his battles over again from the lively contests in rural Drummond and Arthabaska to the day when he declared that he would hoist the Liberal battle flag on the Quebec Citadel and keep it there.

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SOLDIERS FOR UNIONISTS.

Hon. Rodolphe Lemieux has been an admirer of Mackenzie King, and with Dr. Beland fresh from German prison life, at the end of the war, as Sir Wilfrid's successor in the Quebec district, the boys cannot see why a success should not be made of the new aspirant for national Liberal leadership. The work of securing a seat for the rising star, who has been twice defeated in his own province, was also considered during Sir Wilfrid Laurier's sojourn. Any way Sir Wilfrid Laurier has consented to remain on till the difficulties are overcome.

The presence of Sir Wilfrid in the city yesterday was more interesting than the day before. The vote of the soldiers, it was reported by Sir Wilfrid's representatives on the other side of the ocean has been emphatic on the side of the Government, and, even the 22nd French-Canadians voted for Borden and conscription. A young man named Levesque had, it appears, written that he is just as strong a conscriptionist as he was a Nationalist, when he took his departure from Montreal, and other discouraging cases are reported, adding strength to the claim that the majority of the Union Government will be increased. This did not prevent the leader from keeping up a cheery attitude, and Sir Wilfrid Laurier was the picture of contentment as he said au revoir to his followers, and left for the seat of Government.

At noon the leader was entertained at the Reform Club, but no formal addresses were delivered, the company simply listening to the leader as he fought his battles over again from the lively contests in rural Drummond and Arthabaska to the day when he declared that he would hoist the Liberal battle flag on the Quebec Citadel and keep it there.

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CANADA

34990

The Roxborough,
Ottawa, January 11, 1918.

Mr. S. W. Jacobs, K.C., M.P.,
C/o The Chateau Laurier,
Ottawa.

My dear Jacobs:

Were I not expecting to see you in the course of the day, I should write at some length in acknowledgment of your private and confidential letter of the 9th instant, received yesterday.

My desire to send a formal acknowledgment, notwithstanding my expectation of seeing you to-day, is that you may know that I regard your letter as an evidence of friendship for which I have reason to be lastingly grateful. Just how far it may be wise for you and other of my friends to press the matter to which it refers, is something we can talk over together. You and one or two other of my friends are more sanguine in your hopes and expectations than I am sure of being worthy of the confidence they imply. However, there is lots of time ahead, and I hope we may have many opportunities of further conference together.

Yours very sincerely,

W. L. MACKENZIE KING

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CANADA

Wednesday
P.M.

My dear King

I returned from Montreal to-day & found your note asking me to dine with you Friday evening to meet Mr. Rockefeller.

I shall be very glad indeed to come and am looking forward to seeing you. Perhaps we may find a moment to discuss a matter in which we are both interested.

Sincerely yours
S. Gundy

Hon. Mackenzie King
C.M.G.

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CANADA

"INDUSTRY AND HUMANITY" ✓ ✓

34992 LIBERAL PARTY - LIBERAL CONVENTION OF 19[illegible]

CABLES: "OBSJAC - MONTREAL"
TELEPHONE: MAIN 174

POWER BUILDING
83 CRAIG St W.
MONTREAL

Dec 27-18

My dear King

Will you accept my best thanks for your book which I received a few days ago. I appreciate deeply your kindness in thus remembering me. Everyone speaks in the highest praise of the book & although I have just dipped into it, have seen & read enough to convince me that this work is going to make your reputation as an author and student of social science although your friends did not require the work to convince them of your worth as such. At the present juncture in the affairs of the world teeming with unrest, you are administering a sedative which is bound to do good & the freedom from technical phraseology will secure many readers who might otherwise not understand your meaning

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You must now remain in Canada
for there is nothing I know to prevent
you from becoming the leader of a
reconstructed Liberal party - Liberal in
the true sense of the term. You can
depend upon a solid Quebec as a
nucleus which is, you will admit, something
to start off with. Many things have
happened since we saw each other
about which I would like to talk to you
& as I understand you have finally
consented to speak to the Reform
Club in a few days, will expect to
see you & go over the situation when
you come down.

In the meantime let me wish you
a year of happiness and prosperity

Sincerely yours

L. S. Amery

Hon W.L. MacKenzie King P.C. M.P.
The Roxborough
Ottawa
Ont.

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CANADA

[1] "The Mackenzie"
6 Wanda -
November 15th

Dear "Philosopher Friend"
Just a line to
let you know of the safe
arrival of the chaps you
so kindly sent - I was
simply delighted with them
and not the least part
of their value lay in the
"Summer Idyll" on the
back which was as un-
expected as it was charm-
ing and appropriate.
The lake came out par-
ticularly well I thought.
and while you are not
prominent - in many of them
I felt the one by the Sun-

a difficult hour to feel en-
thusiastic, and after due
reflexion, I have arrived
at the conclusion that "women
are sublime separately but
horrible in a herd" — to
which you doubtless agree!!
Again I must thank you
for your much - appreciated
gift and for the valuable
time you spent to enchance
their value, and hoping
to have an opportunity in
the future of thanking you
personally, I remain
Yours sincerely.
Dorothy James

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dial is splendid and I was greatly relieved when I saw it had turned out, as I was rather doubtful about its fate - in fact in photography as in every thing else it is always the unexpected that happens which of course adds to the excitement !!

I have just been reading your book "The Secret of Heroism" I am not going to praise it to you at present because with so much praise flying about it is just possible that you might have your head turned despite your philosophical mind, so I shall reserve my praise until I see you, at present I am

consumed with impatience for your new book to arrive on the market - I take quite a motherly interest in its advent in the world. Of course every body is wild with excitement here over the war news - you would hardly recognize Sparks Street or indeed any of Ottawa during the last few days - of course the feminine portion feel it more keenly, and the joy at the thought of welcoming back all their sons and relatives makes them very keen in the matter of waving flags and ringing bells — "cherchez la femme" you know —

The news of the signing of the armistice coming at three o'clock in the morning was rather unfortunate as it is

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34996

With best wishes for a
Happy Christmas
from
Dorothy Yates

Christmas 1918

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CANADA

34997

Kingsmere

7 July '18

Dear Mr King

As I am expecting a few people to tea this afternoon, I shall be so pleased, if you are doing nothing else, if you will join us at about half past four.

Hoping to see you

Yours sincerely

Ethel L. James

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CANADA

34998

25 Wilbrod Street
December 24th/18

Dear Mr. King,

May we take this opportunity of thanking you most sincerely, for your book? We were tremendously pleased and honoured at your kind thought of us and though, on account

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34999.

of Christmas duties, & isn't
read yet, we are looking
forward with keen anticipa-
-tion to the first few hours
of leisure, when we may
make a close acquaintance
with "Industry & Humanity"
as set forth by our much-
-admired compatriot,
and valued friend.

Please accept the tiny
gift that accompanies this

as a little remembrance of our happy
Summer, and with best wishes
to all the Household for
His Christmas and
New Year.

Yours Sincerely, Jack,

Margaret Grant Rhind.

P.S. Mr. Mackenzie.

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CANADA

35000

254 Wilbrod Street
Ottawa.
Monday December 2nd
1918.

Dear Mr King,

First of all I want to thank you so much for the lovely pictures and then explain why I have not written before. I only just received them on Friday.

but everything seemed to be against me.

Anyway the pictures are perfectly splendid and the "summer Idyll" is awfully cleverly done. I took the part where "the philosopher friend unable to endure a second parting has left his chair and sought nature anew for consolation" it is really quite pitiful. It was awfully kind of you when you are so busy to have taken so much trouble but I must stop or you will not be able to make this out. My hand is rather shaky. Many thanks again- Yours sincerely

Dorothy Jenkins.

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sixth of November, the envelope nicely decorated with "Unclaimed" "Not to be found" and various other such interesting statements. The trouble was you had put Besserer Street instead of Wilbrod, and instead of looking up father's address the Post Office evidently decided I was not in existence at all and so sent the pictures to Topleys. They were kind enough to look me up in the directory and then telephone me about it. The next morning they (the pictures) arrived when I was in bed with a slight attack of influenza. I have been in bed all week and I have just been up sitting in chairs in the evenings since Saturday. I am still very shaky and have a bad cold and sore throat and of course cannot go out, so please excuse this short note but I seem to get tired so easily. I am very sorry I could not let you know and thank you sooner

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35002

HENRY WYNANS JESSUP
COUNSELLOR AT LAW
55 LIBERTY STREET
LIBERTY TOWER NEW YORK CITY

November 8th

My dear Mr King

Rev Hugh Black & I have proposed for membership in the Century Club Rev Dr R Bruce Taylor, now president of Queens University - Canada - He served as Chaplain in the trenches at Ypres -

Could you write a note in support of his candidacy to the Committee on admissions Century Club 7 West 43rd St

If so we shall appreciate your courtesy - Sincerely

Henry W Jessup

Mr W L Mackenzie King
Ottawa
Canada

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December 3, 1918

Mr. Henry W. Jessup,
Attorney-at-Law,
55 Liberty Street,
New York City.

My dear Mr. Jessup:

I exceedingly regret that your letter of some weeks ago should not have received an immediate acknowledgment. I have been travelling about a good deal during the next few weeks, and correspondence addressed to Ottawa, though duly forwarded, has sometimes been long in reaching me.

Naturally, it is a pleasure to write to the Century Club Committee in support of Dr. Bruce Taylor's candidacy, and I only hope that the letter which I am sending to-day may reach the Committee in time to be received, amongst others, on Dr. Taylor's behalf.

I appreciate very much your asking me to join with you in helping to ensure Dr. Taylor's membership in the Club.

Yours sincerely,

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The Roxborough,
Ottawa, July 9, 1918.

Miss Ellen G. Johnson,
C/o The Minnequa Hospital,
Pueblo, Colorado.

Dear Miss Johnson:

Mr. King has not forgotten your desire to know something of different school courses which provide preparation for social service or community work. He has gotten together some material which may be of service to you in this connection, and has asked me to write you of the different schools of which he has information. He would have written you himself but for absences from the city during the last couple of weeks, and the consequent pressure of work which these absences have occasioned. At present he is at his summer cottage at Kingsmere, not far from Ottawa, where he is engaged on the final revision of his book.

Mr. King suggests, first of all, that it might be well for you to communicate with Mr. Porter R. Lee, the Director of the New York School of Philanthropy, Room 903, 105 East 22nd Street, New York, letting him know of your wishes as definitely as you can put them. Mr. Lee, perhaps better than anyone else, would be in a position to put you in touch with the best courses available.

At the same time you might address communications of inquiry to the Directors of the other schools which are listed below, or to such of them as you think might provide the courses you have in mind. It is doubtful if any of these schools provide correspondence courses in social service, but it is possible that in the literature which they may send, you may find information concerning other courses which may be attractive and which may some day be possible.

American School of Home Economics, 519 West 59th Street, Chicago.

Chicago School of Civics and Philanthropy. Address The Dean, 2559 Michigan Avenue, Chicago.

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The Institute for Public Service, 51 Chambers Street, New York. William H. Allen, Director.

National Board of the Young Women's Christian Association, 600 Lexington Avenue, New York.

National Social Workers' Exchange, 130 East 22nd Street, New York. Mrs. Edith Shatto King, Manager. Not a school, but a registry, where information concerning schools doubtless can be obtained.

New York School of Philanthropy. Porter R. Lee, Director, Room 903, 105 East 22nd Street, New York.

New York Training School for Deaconesses, Amsterdam Avenue and 110th Street, New York. Training for parish work.

Post-Graduate Course in Public Health Nursing. Bernard J. Newman, Director, 1302 Pine Street, Philadelphia, Pa.

School of Applied Social Sciences, Western Reserve University, Cleveland, Ohio. Address James F. Jackson, Director of the Division of Family Welfare and Social Service.

School of Social Work. A department of Simmons College, Boston, Mass. Jeffery R. Brackett, Director.

Training School for Community Workers, 70 Fifth Avenue, New York. John Collier, Director.

University of Pittsburgh, Pittsburgh, Pa. War Courses in Social Service. Address The Registrar of the University.

Visiting Nurse Association, New Haven, Conn. A graduate course in public nursing offered in co-operation with Yale University.

This is not a complete directory of schools by any means, but Mr. King hopes it may serve the purpose of putting you in touch with some of the more important courses that are being offered in social service and community work.

This is not a personal note, but, for all that, I hope you will remember me with all kind regards to Dr. Brierley, and accept, both of you, a renewed expression of appreciation of all your kindnesses during our recent visit to Colorado. With all best wishes to yourself, Believe me,

Yours very sincerely,

F. A. McGREGOR

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CANADA

"INDUSTRY AND HUMANITY"

35006

The Roxborough,
Ottawa, October 23, 1918

Mr. Main Johnson,
Editorial Department, The Toronto Daily Star,
Toronto.

My dear Johnson:

I very much appreciate the reference contained in your article in the "Star" on the 17th instant, to the Colorado Plan, and your generous association of my name with its underlying principles.

You will be interested in knowing that the book on which I have been working, and which deals with principles underlying industrial reconstruction, develops considerably this idea of representation in Industry. I am expecting that the book will be published in the course now of a few weeks.

With kind regards, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

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" INDUSTRY AND HUMANITY " 98. 13

35007

October 26, 1918

Dear Mr. Mackenzie King.

I was interested to know that your new book on industrial reconstruction is soon to be published. If you would like to have it reviewed in the Star, I should be pleased to arrange for it.

By the way, I wonder if I could

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complete my set of the annual reports of the Rockefeller Foundation?

At present, I have the report for 1913-4, and for 1916. Do you think you could secure the others for me?

With thanks in anticipation.

Mackenzie King

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CANADA

"INDUSTRY AND HUMANITY"

35009

Brown Palace Hotel,
Denver, Colorado,
November 2, 1918

Mr. Main Johnson,
Editorial Department, The Toronto Daily Star,
Toronto, Ontario.

My dear Johnson:

It is very kind of you to offer to see to the review in the "Star" of my forthcoming book, "Industry and Humanity". In passing through Toronto on Monday, I had a talk with Mr. Thomas Allen, the Houghton Mifflin representative in Toronto, who is publishing the book for Canada, and asked him to see that a copy of the book was sent to the "Star". He mentioned that he would see that this was done, and spoke of having a copy given to Mr. Joe Clark, whom he knows personally. I am writing Mr. Allen to-day, telling him of your kindness in offering to see that the book is reviewed, and am suggesting that he send the Toronto "Star" copy to you.

I regret to say that, on account of the expensive process of reproducing the charts by photographing in wax, as well as because of the size of the book, the Company has found it necessary to charge $3.00 a volume. I had hoped it might be available to the public at $2.00 a copy, at most. I am expecting the book will be out within a fortnight.

I have written Mr. Embree, the Secretary of the Rockefeller Foundation, asking him to send you the reports of the Foundation requested to complete your set; also a copy of a brochure recently published by Dr. Vincent, the Foundation's President, on its several activities.

Mr. McGregor tells me he had the pleasure of meeting you in Toronto. I am glad you both had the opportunity of becoming mutually acquainted. Mr. McGregor tells me he

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gave you some intimation of the nature of our present work. It really aims to follow up in a concrete and practical way what we have been advocating by theory and precept.

I am wondering if you will see in my book a trend of development of government in industry which you will feel is worth fighting for through years to come. I am sure the point of view suggested throughout is one which will make a strong and sympathetic appeal to you.

With kind regards, Believe me,

Yours very sincerely,

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✓ 'INDUSTRY AND HUMANITY' ✓

35011

13 OAKLANDS AVENUE,
TORONTO
Dec. 1918?

Dear Mr. King.

I thought you might be interested in two reviews of "Industry and Humanity" which I wrote for the Star, and which appeared in yesterday's daily and weekly editions respectively.

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I cannot tell you the interest with which I read the book. For my own edification, I propose to read it again, and it will be one of those books to which ~~you~~ me will often turn for reference.

I was glad to know that you were in the East again, and I hope, either here or in Ottawa, I may have the pleasure of seeing you.

With kind regards & Mr. Macgregor,

Yours very truly,

Ian Mackenzie

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Industry - Numerically 35013

The Roxborough,
Ottawa, December 16, 1918

Mr. Main Johnson,
13 Oaklands Avenue,
Toronto, Ontario.

My dear Johnson:

It is a great pleasure to receive the first reviews of my book from your pen; and I write at once to express my grateful appreciation of the generous manner in which you have introduced the book to the public.

Apart from the reviews, which I deeply value, I am glad to have the assurance which your letter contains that you found real interest in the reading of the volume.

When I see you, I shall be interested in learning how you feel about its interpretation of most human situations in terms of Fear and Faith. Personally, I am inclined to feel that there is something fundamental in what has been brought out in this connection, something that lies behind all democratic movements. It gives me particular pleasure that you should have singled out the paragraphs which deal with the evolution of government in industry, as those deserving of special mention. I am sure that the future of liberalism is bound up in this extension of popular government into the realm of the things which affect the mass of people in that which concerns them most: namely, the making of a livelihood. I look forward to a talk over these things with you, for I know that our thought on these matters is very similar.

Mr. McGregor joins me in kindest regards, and best wishes for the approaching Christmas season.

Yours very sincerely,

WLMK

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Nurses' Home 35014
Johns Hopkins Hospital.
June 30, 1918

My dear Mr King,

It was indeed kind of you to remember me with a letter so full of good wishes as was yours. I appreciate it more than you may know, even though the actual day had passed. I too wish that you might have been here for graduation, though on the whole it was more form

you a little, for I suppose like most of us you need it sometimes. Not often though, I hope. With the kindest regards, I am

Most sincerely,

Elizabeth H. Jones.

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for those of us who have not yet finished our course. - Camouflage so to speak, for though we received our diplomas we were not allowed to keep them. But I can look forward to obtaining it again on September twenty-second or twenty-third. Then I shall turn and flee least they demand it again. Then or shortly afterward I shall leave Baltimore, for Ohio and home. That time is just twelve weeks away, and weeks go quickly here. Home, then nursing, then the Red Cross in January, is my program. I hope to go over-seas before a great while. My older brother is over there now, as a lieutenant in the infantry.

Are you writing any these days, or are your days in war work? The latter I suppose.

There is a lovely dark red dahlia here on my table. - I wish I might send it to you, to brighten and cheer

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35016

THE STATESMAN

TANNER GATES BUILDING

26 ADELAIDE STREET WEST

LINDSAY CRAWFORD.
EDITOR

TORONTO, July 12, 1918

Hon. W. L. M. King,
"The Roxborough",
Ottawa, Can.

Dear Sir:

The Statesman--a weekly Liberal journal of opinion, not a newspaper, not a magazine, but filling a unique place in Canadian Journalism--should be on the streets and in the mails in a short time now.

The immeasurable possibilities of a weekly journal of this nature are evidenced by the keen interest shown in letters and subscriptions pouring into the office for some weeks past.

It is our desire that everyone interested in a paper of this kind should receive a souvenir copy of our first edition and we are approaching you on the possibility of securing a list of people in your vicinity whom we might place on our mailing list.

We will be greatly pleased could you assure us of your willingness to co-operate with us to this extent.

Very sincerely yours,

FK/PE

Business Manager.

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The Roxborough,
Ottawa, July 27, 1918.

Mr. F. Kavanagh,
Business Manager, "The Statesman",
26 Adelaide Street West,
Toronto.

Dear Sir:

Your letter of the 12th instant addressed to Mr. Mackenzie King has remained unanswered on account of Mr. King's absence from the city.

I have just had opportunity of conversation with Mr. King, and he asks me to write and let you know that at the moment he is much pressed with the preparation of a book which is to be published in the fall, and on that account he has been compelled to drop all correspondence until the manuscript is in the hands of the printer. As soon as this work is completed, Mr. King hopes to be able to comply with the request contained in your letter.

Meantime, will you kindly add Mr. King's name to your list of subscribers, and see that he is supplied with one or two copies of the first number. If you will send in your account for one year's subscription, Mr. King will be glad to remit by return of mail.

Yours very truly,

P. A. McGREGOR

Private Secretary.

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CANADA

35018

1918.

Rollon Jan 20/18

W. L. Mackenzie King.

Dear friend I Rece
Yours of 2? Ultimo And
was glad to Know you
are well hoping this may
find you the Same. We
all join in Simpalty of
The sad Circumstances
That called you away
from North York. So
quickly. Although we
were disappointed And
verry Sadly at the time
after Evening returns
from other Parts we
can congratulate you
on Figures of N York
for the able manner in
which You conducted

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The campaign I believe
the Pressure Brought to bear
By the Preachers particularly
Methodest - & Presbeterians
on Sunday before the Electeon
turned the tide toward Union.
We made good showing at
Nobleton No 7 & No 10. as
Nobleton was 1st give 60 to Armstrong
But - 15 was the Amtage
Hamerlown went - as I told You
8 for you with Every man
out - Just - one woman did
not - vote Mrs McAllum
But - the two girls voted
We got - all the conservatives
we had listed at - Nobleton
thanks to Your Nobleton & Bolton
meeting

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I would have answered you sooner but- there is a rumour that- the Liberals were going to Protest- J A M Armstrong and had lots of prudential to do so. I got- no word yet- whether anything has been done or not- they were supposed to have a meeting last week to considder the matter. Now this is rumor but not- offical. It dawns upon me that- the Soldiers Vote might- go greatly in your favor on account- of so many Liberal Boys being in the army in France

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That- If you should give
them a surprise by
calling up the lists
and find out- the real true
report of the Election, in
N. York & The liberals around
Bolton that- supported Union
is sorry & sick and declares
so plenty. I ask you do you
think the Davis and Lane
of Newmarket- was true
to you on Election day
as the returns seem to
leave a doubt- in my
mind as we will have
a convention before long
In the interest- of Provincial
candidate and Walton the

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CANADA

35022

5

Aspiring man. Now have
you any doubt of his
loyalty to You. As our
pilral Orginatin is verry
good. and we are determd
to Put him down if we
doubt his loyalty to You
We did not like his actions
In the early Part of campaign
Newmarket Should have given
125 liberal Instead of Can
Aurora Should have Broke
even. According to my
estimate. Whitchurch did well
under the franchise. No more
now in a letter time I will
be able to give more accurate
Wishing You compliments of Seaso

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CANADA

35023

I Remain Yours Truly
Hoping to See you Enjoying
the Leadership of Lib
Party Before long as
I See our Old & Trusted
Liberal Chief is about
to Retire after a Session
or two Wishing him Success

Yours

M J Kehoe
R R No1 Bolton

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The Roxborough,
Ottawa, January 23, 1918.

Mr. M. J. Kehoe,
R. R. No. 1,
Bolton, Ontario.

My dear Kehoe:

I thank you for the kind words of sympathy expressed in your letter just received. I know how generous your feelings are at all times, and I can therefore appreciate the genuineness of their expression you have so kindly sent.

I agree with you that, looking over the results as a while and considering the tactics of our opponents in the elections, the showing in North York was wonderfully good. I wish I could hope for a favorable return from the soldiers' vote, but from what I have already learned, there appears to have been the most open and outrageous sorts of fraud carried out on the other side, whole regiments even voting against one man, so that little is to be looked for, I fear, in that quarter. I shall not, in fact, be surprised if a vote comes back from the front against me considerably larger than the numbers of men from North York at the front at the present time. The deception was so bad that I cannot but hope that the people may show some resentment of the Government's practices when an exposure is made in Parliament.

We certainly did well around your divisions, and the time we spent together was more than profitable.

As to the vote in Newmarket and Aurora, I think the showing is largely to be accounted for by the numbers of women added to the lists in both these towns, and the way in which most of them voted. We got more of the women in Newmarket, I think, than in Aurora. In Newmarket there were, too, quite a number of English born who were against us. I have no doubt at all of the outstanding sincerity of every one of the Cane's in Newmarket. I had no better supporters there. The other family you mention were against me, or at best divided. I may have received one vote out of the number. As to the gentleman you speak of in Aurora, I confess I was much disappointed in his attitude. I think he had gone so far before the elections

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took place in taking a stand favorable to the Union Government that he found it embarrassing to retrace his steps. At any rate, I know many of our friends were considerably disappointed at the little effective help we received where we had expected a good deal. I hope you will regard this as confidential, as I should not like to have our friend even know that I was disappointed in him. I have no doubt that he meant well enough, but he just did not know for part of the time where he stood.

I am glad to know that all is going well with you and your family. I send the best of wishes to you all, and with kindest remembrances am, as always,

Very sincerely yours,

W. L. MACKENZIE KING

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35026

Mar 30 "1918

Hon W C Kenzie King

~~Dear~~ Friend

I take the opperlunity of
writing to you. Hoping you
are enjoying good health. as
this leaves me all at present;
I was in Schomberg today
and met many of your
old friends. Although disa
appointed Still in fighting
trim. And hoping you will
Again Allow Your Self
to be our Candidate
for our next ~~Dominion~~ Elect.
We are all of one voice
Unaminous hoping you will
accept as I think victory
will be ours. next time

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Mr Thompson the Gentleman
who entertained You and I
The evening of the Nobleton &
Bolton meetings, and gave
us our (Tea) Dined about-
Feb 1 st- I met-Mrs Thompson
a couple of weeks ago
She mentioned You and our
plesent evening. If you would
drop a line of Simpathy to
her it- would do much for
our party in time to come
Her address is. Lloydtown.
10 line Lot No 6.
We are troubled at present
over Conscription My Son
Cecil A Kehoe. of Sault-
St Maria. Is in A 2
Class. He is manager
of west end Branch of
Imperial Bank

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3

No doubt You saw Judge Duffs. Decision of Bank Clerks. I have a letter from Head office Toronto I M & K, stating. Cecil was one whome they had applied Specially for. but failed to get Exemption Which leaves him liable for call any time. He got Married Last Sept 1917 and feels his position and is verry much disturbed. Now could you do him a favor Your Self. or through any of your friends. I also solicit- Sir Wilfred Laurier kindness through You. My Self and my Wife would be grateful from Your Friend

M J Kehoe
R R. No 1 Bolton,

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The Roxborough,
Ottawa, April 5, 1918.

Mr. M. J. Kehoe,
Rural Route No. 1,
Bolton, Ontario.

My dear Kehoe:

I have your letter of the 30th ultimo, and can well understand the concern you feel as to the possibility of your son being conscripted. Being both manager of a bank and recently married, I am not surprised that he feels considerably distrubed over the prospect.

I am sure you need no assurances that anything I could do to meet your wishes, either directly or indirectly, through Sir Wilfrid or through any other of my friends, would be done with the utmost pleasure. At the same time, I would not be honest with either you or myself if I did not say quite frankly that the chance of my being able to exert any real influence is remote indeed. The military authorities have, as you can well understand, been beset on every side to make exceptions in one direction and another, and I am informed, and believe rightly so, that in many cases where influence has been attempted, it has only prejudiced, rather than assisted, the end in view. I know Mr. Justice Duff and others who have to do with the military boards at headquarters here. I know them well enough to be able to speak quite frankly about the chances of being of any service, and this I shall do at once. But I am inclined to believe that the Bank's influence will be greater than anything else. I understand they have some discretion left them as to which of the men shall be taken and which left, and I would strongly advise that you have Cecil proceed, through any of the friends he has in the Bank, and in particular his immediate superior officers, to have him continued in the Bank's service.

I was very much shocked to learn from your letter of the death of Mr. Thompson. How very sudden and unexpected it must have been. I thank you for letting me know of it. I am writing Mrs. Thompson to-day expressing the sympathy I feel. I shall always remember the happy evening we had together at their home, and it makes me feel quite sad to know that so good and true a friend has gone.

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It is pleasing to have the assurances which your letter brings as to the good will which our friends in North York continue to cherish toward me, notwithstanding our defeat in the last elections. Certainly, if opportunity ever came to redeem North York, nothing would give me quite the same pleasure as to make a second trial; but that, of course, must depend wholly on circumstances and on the views of our friends.

I hope all your family, including yourself, are well. Please give to Mrs. Kehoe and to the children my kindest remembrances, and with best wishes, Believe me always, my dear Kehoe,

Yours very sincerely,

W. L. MACKENZIE KING

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35031

June 22" 1918

Hon Mr King

Dear Friend

I write to let you know we have not forgotten you and to thank you for your good advice in regard to my Son Cecil A Kehoe. as by your instructions we have secured his Exemption Until Nove 15th. Thanks to you for your trouble. If the opportunity was to come to you to contest North York now since the enforcement of conscription I feel would have a changed verdict. Your words has come true and our opponents is just beginning to appreciate your speeches and as the truth. There are great Pressure brought to bear against Jack Armstrong

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2

By his best-lieutenants. I do not think he can stand it very much longer, but he may. but with no respect.

I had a call today from James Dennis, James Dennis. 24 McCaul St. Toronto. He wished your acquaintance and asked me to write you In order that he could correspond as he wished your advice on Conscription. He is a staunch Liberal and has a very wide connection in North York he has appealed to Judge Duff. 34 yrs of age. If you can possible write him it will do me good and you also. I remain Yours truly

W J Kehoe
Not Bolton

248
McCaul
Toronto

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The Roxborough,
Ottawa, June 22, 1918.

Mr. M. J. Kehoe,
Rural Route No. 1,
Bolton, Ontario.

Dear Mr. Kehoe:

I am glad to know that you have secured for Cecil at least a partial exemption. Possibly when November 15th comes around, the authorities will see their way to extending the period. It is very good of you to say that my advice was of some assistance. I wish I could believe it were so, but I think the only person you have to thank is yourself.

I just got back from Colorado to Ottawa this morning, which will account for my not having acknowledged your letter sooner. While in Denver, I had a letter from Cornelius McCabe with reference to Mr. Dennis - I imagine the same Mr. Dennis as you refer to in your letter. I was not able to give McCabe much in the way of advice. Indeed, in these exemption matters, it is extremely difficult to be of any service, as the Government has adopted very rigid rules, and any attempt to use influence is certain to be resented, and likely to do more harm than good. I have had no letter from Mr. Dennis direct, but if he writes I shall certainly not fail to do on his behalf anything that is within my power. It will always be a pleasure to me to be of any assistance I can to a friend of yours.

See also under Dennis, J.A.

With kind remembrances to all of your family,
Believe me,

Yours very sincerely,

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August 6" 1918

Hon W L McKenzie King

Dear Friend

I am requested by the Parishoners of Schomberg and King Catholic Church to ask You to attend a Picnic on September 14 th 1918. at Schomberg. And to make an Address.

I am also requested to ask you to Solicit the Company of Hon Dr Beland With you on that occasion As we wish his company also. In order to make our Picnic a Success.

M J Kehoe

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Personal 2

Mr King Deiar Friend
Our Picnic is in the interest-
of Red cross and minor matters
I hope Mr Beland and your
Self. Will accept- this invitation
and find it- convenant to attend.
I am writing you so you
will invite Dr Beland
to accompany you if Possible
Please let me know by
return of mail as we
wish to have your names
on the Bills to Advertise
I Solicit- you to invite
Dr Beland in our behalf
as we are not acquainted
with him

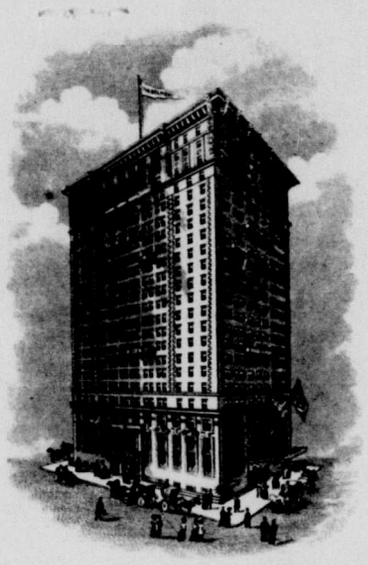
M J Kehoe
Bolton
R R No 1

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Hotel Belmont

FORTY-SECOND ST.
AT PARK AVENUE
(OPPOSITE GRAND CENTRAL TERMINAL)

CABLE ADDRESS "MONTBEL"

B.L.M. BATES.

New York

New York,
August 15, 1918.

My dear Kehoe:

I wish it were possible for me to accept the invitation extended by the parishioners of Schomberg and King Catholic Church to be present at a Picnic at Schomberg on September 14th and make an address. I am sorry that the engagements I have already made will make it impossible for me to be in Newtonmark at the time you mention. Indeed, I have hardly a free day between now and the end of October.

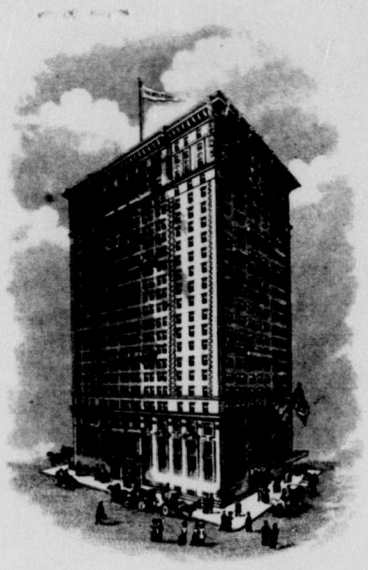
I doubt if it will be possible to secure Dr. Beland, but I shall have pleasure in writing him on your behalf. I shall ask him, in the event of his finding it possible to accept, to write to you direct. If, however, you do not hear from him within the next few days, you may be pretty sure it will be because he has found it impossible to accept the invitation. I know he would like to accept, but I imagine that he is on the whole anxious to be in his own Province most of the time, after so long an absence across the sea.

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Hotel Belmont

FORTY-SECOND ST.
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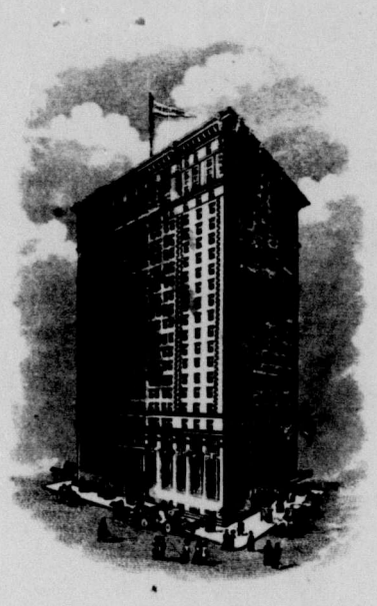
Semble Beland Patriot Front

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Hotel Belmont

FORTY-SECOND ST.
AT PARK AVENUE
(OPPOSITE GRAND CENTRAL TERMINAL)

CABLE ADDRESS "MONTBEL"

B. L. M. BATES.

New York

Again let me say how sorry I am not to be able to be on hand myself, and how much I appreciate your kindness in writing.

Yours very sincerely,

P.S. - Owing to the fact that I have been absent in Boston and here, I received your letter only to-day. Hence the delay in sending a reply.

Mr. M. J. Kehoe,
Rural Route No. 1,
Bolton, Ontario, Canada.

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1460 HIGH STREET
DENVER, COLORADO

"And they besought him
that they might touch the
hem of his garment - and
as many as touched were
made perfectly whole".
"Perfectly whole" - and only
to touch - not to possess the
garment. to say nothing of
the wearer of the garment!
Such is the test of Life -
it heals by simple contact.
And so the "smuggling
and tainted morality" has
lost, even now, some of its
lifeless sanctity. because

It has been a long morning
although the clock has not
struck seven. for I have been
thinking of many things - of
what was in my mind last
night - that you must go
away and forget me - that
I must live, with what
poetry God will grant me,
in the spirit of that great
poem of Matthew Arnold's -
to which you introduced me.
Finally I opened my bible
and my eyes fell upon this -

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as I have told you. Of a ~~modern~~ real resurrection in my own consciousness. There will be nothing ignoble in your forgetting me - your life's work is so important and to do it well, you will ask what I cannot give to you - another will fitted to walk beside you, will come into your life before long, and will bring happiness, completeness, contentments you deserve all this and more - the tenderest blessing of God. You are going to do great things, and bring to us men in paths of passion and decency - to you hard hearts by the magic of your most reasonable sympathy.

I shall watch you from afar - it will be my work, too, because of my life-long passion for it: what I could never hope to do myself - all that suppressed energy of interest shall be turned in a stream toward you - another kind of "Buried River"! In what form will it enter your unconscious mind, I wonder, to finally get itself expressed in the world? This is a funny, unexamined sort of note - there is a unity, very definite, through it - can you find it and put it into three short words? Again, God bless you for what you have shown me - for what you will do for this world, and find you happiness. Yours. J. E. K.

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1460 High Street
Denver, Colorado

Days.

Daughters of Time. the
hypocrite Days.
muffled and dumb. like
barefoot dervishes.
And marching single in an
endless file.
Bring diadems and fagots
in their hands.
To each they offer gifts
after his will.
Bread. kingdoms. stars. the
sky that holds them all.
I. in my pleached garden.
watched the pomp.

How slides the silent meteor
on. and leaves
A shining furrow. as they
thoughts in me.

How folds the lily all her
sweetness up.
And slips into the bosom of
the lake:
So fold yourself. my dearest.
thou. and slip
Into my bosom and be lost
in me.

Tennyson.

The Princess.

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Forgot my morning wishes.
Lastly
I ask a few Herbs and Apples.
And the Day
Turned and departed silent.
I, too late,
Under her solemn fillet
saw the scorn.

Emerson.

Summer night 35041

Now sleeps the crimson petal.
now the white;
Nor waves the cypress in the
palace walk;
Nor winks the gold fin in the
porphyry font:
The firefly wakens: waken thou
with me.

Now droop the milk white
peacock like a ghost.
And like a ghost she
glimmers on to me.

Now lies the earth all Danaë
to the stars.
And all thy heart lies open
unto me.

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35042

1460 High Street
Denver, Colorado

My dear Mr King.

Will you fulfill your promise to dine with us this week and come informally on Friday night (ab. seven)?

There will be, besides ourselves, only my dear relations Mr and Mrs Jarvis Richards. Whom

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I would like so much to meet you.
Please do not trouble to write in
reply to this - just telephone me.
In the hope of seeing you Friday.

Believe me

Very sincerely yours.

Jas R. Kennedy.

November 5. 1918.

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35044

1460 HIGH STREET
DENVER, COLORADO

My dear Mr. King.

It was thoughtful of you to share with me today's wonderful news, and to have chosen these lovely roses as your medium of expression — they give me great pleasure and will be always associated with this coming of peace. I am thinking of the children in Europe tonight whose eyes

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Love ceased after four years of
pitiless war - what that must mean to
the men and women who have lived
within sound of their voices!

What of the river - you found today -
was it in broad day light full of
mystery and was its course quite clear?

I hope you will enjoy Montana and
find a way out for men who pay too
dearly for the money they get - And will
you come to dinner on Monday instead
of Tuesday, & walk after wards - for Tuesday
will be Red Cross day, and my hours will
be overly long enough to demand your
attention!

Thank you again for the roses -

Believe me

Very sincerely yours.

Wm L. Mackenzie King.

Nov. 7th 1918.

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which brings your message in your absence. Such a long twenty four hours as this day has been! Busy, too. I have followed you in your journey and shall say "good by" again in Chicago tomorrow. Your message from the station was very sweet. I could not say the things in my mind, for there were people in the room. But all you said to me would straight to

35046

1460 High Street
Denver, Colorado

It was quite impossible for me to tell you how much beautiful I find this flower of yours, and how much I appreciate your thought in sending it. The dear white blossoms hover over it like lovely butterflies, and the buds spring up as hope does in our hearts! My eyes seek it out, and cannot leave it, this lovely plant

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my heart. "Endowing" is a beautiful word. Both to the ear and the understanding, and I shall not forget it. You called yourself "sentimental" last night. Because you feel the necessity of being in familiar scenes on the anniversary of your Mother's death.

It is a perfect thing - an exquisite tribute to that life-long bond - like you, my dear, and worthy of your Mother.

Good night again, thank you for the white cyclamen - and may God bless you always -

Yours. I. L. K.

December 4th 1918.

Have respelled "Roxburgh" correctly, on the first envelope I ever addressed to Canada?

I.

350427

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My dear Friend,

If this letter fulfills its mission, it will reach you on your birthday and give you my greetings.

I do not forget that the day following will mark an anniversary full of sadness to you, and my sympathy will follow you on that day, too. The first anniversary of a sorrow like this of yours is full of pain - which never comes in quite the same poignant form again - I would like so much to have sent just a little bunch of violets to have stood for you for my message of consolation but our florist was too long finding me the name of a florist in Ottawa - So only this letter can go to you.

I hope you have made your journey in safety and comfort. And that you will find many interesting things

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to absorb your attention. There is an article in the Last New Republic which may interest you - also some independent accounts of a threatened strike in the C.P.R. + I. Last night we were told this could not be avoided, but your machinery has evidently stood the test. for tonight we are told that differences will be adjusted. There I am sending you under separate cover. A week has passed since you came away - my part of your stay in Denver seems like a dream, and yet a dream of such substance that I prolong it by these evidences of its reality to me.

I shall know, by and by, if the changed conditions of your life among scenes familiar & you - unknown to me - will bring a corresponding change in your conscious and unconscious thought. For you will not fail to be frank with me - as we have agreed, you know. It was a great pleasure to me your visit and Mrs

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King on Saturday - Mrs
Richards and I went together
to see them, and left the
little book by Holt. We
Friday, the Lord and I
will go out again. For
nothing made me more
than the sight of that
brave man, so fitted to take
a leading part in the
world's activities, lying in
such sublime patience in
his quiet room. Mrs King
asked us to come often.

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Those are busy and interesting days for me, because of the part they have assigned me in the Red Cross Membership Campaign.

My duty of late has been to ask those in authority in big companies, like the Telephone Co. or the Telegraph Co. to see that their hundreds of employees are given a chance to renew their memberships in our great organization. Those busy men are so courteous and cordial in their reception of our requests - the greater their responsibility, the more time they seem willing to give to us. It is so easy to fall under the spell of power widely wielded - and to forget, that the foundation of that power may be neither safe nor just.

Twice our talks together, and you may be relieved to know that I improve in my new role of "chauffeuse"!

Believe me

Yours

J. L. K.

December 11th 1918.

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35052

1460 High Street
Denver, Colorado

My dear Mr. King.

You cannot guess how proud and pleased I am to have received from the publishers your book - with your autograph and through them too. There has not been time in the two days since it came for me to do more than look it over - I am eager to read it. It is beautifully printed, in such clear and kindly type, unlike any book I have seen printed of late. And that is part of your instinctive sense of fitness - how considerate you are!

Could any one understand, I wonder, the comfort and consolation it is to me to have always within reach of my hand, this expression of yourself; and when it can come within my mind, I shall feel as though we were talking together once more - and

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that will be wonderful. Thank you then. So much for all these things. It was thoughtful of you to telegraph me on your birthday. I have been working on the Red Cross membership campaign for two weeks - all day long away from home and your message found me one evening very weary, and I was immediately rested!

You see my frankness persists, and these things write themselves almost against my will. For written words do not always convey the impression they intend - in a letter anyway - not in your carefully written lines.

It was a pleasure to see you both and Mrs King on Friday - it seemed to me he looked better than when you were here - he must be gaining. He has a wonderful spirit - and a mind so clear and accurate - it is a privilege to be allowed to see him as I do. One thing, I have right away in your book - I spelled Roxborough wrong - I thought it was Seaton! Forgive me.

And believe me.

Dec. 22nd 1918.

Faithfully yours

J. L. K.

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35054

1460 High Street
Denver Colorado

and of course it went to
Church with me. Thank
you for sending it, and
for your greetings to all
my family which were
so gladly received by them
all. A letter - or two? - If
mine must have found
you in Ottawa on your
return from New York -
they must have said
"Christmas" in one way or
another! It takes, I find,
many days for a letter to
have wings from here to
Ottawa - and
Quebec - and
Lac Tremblant - with
that Terrible Red
wave rolling in me
the Friend
I have really
tried to end this long day -
just because it has been
so long - without this
little word to you, and
you to me, I cannot. As I
left the house to go to
Church this morning.
before breakfast, a boy
gave me your message -

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make the journey. For years of the engagement the thought that I should have sorry you were so hurried at the end you wrote - it was indeed too bad that that day could not belong to you alone - You will gain independence before long - and as to spiritual freedom, that can never be denied you - what does it matter really. Where your body is if your heart clings so closely to the memory of your Mother - She cannot be far away. Isabel glad to be able to think of you at home today, Lovely lonely time - you were so grateful to be there. I wonder what Law believed. I could be so happy with my two boys away - and Law - I have missed them, too! It is wonderful to know that there is no more terrible fighting in the world - that Langley is safe, and that Bertie, whom you met, is well and growing so beautifully into manhood - it is strange Law near to them I feel, always. Elsie spent all her Christmas money on a candy bird for me - a dear little fellow - who

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CANADA

1460 High Street
Denver, Colorado

sings and sings - Loe gave
him a place of honor at
our Christmas dinner - to
which came all our family here -
and four old friends -
And I talked with Mrs
David on the long distance
telephone - since she could
not be here too - And in
addition to this there
was an inner flow of
which I was conscious
and which is very real
but for which certainly

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all the elements have been prepared - always. Can you understand Saunder. how the "one pulse more of firm endeavor" of Emerson's poem is an essential part of all my feeling in this matter? There can be no sense of obligation - not even to write to me, my friend, although I greatly enjoy hearing from you - "The truth shall set you free". This is really a very wonderful thing - for friendship is often exacting, unless, evidently, it is of a quality rare enough - in human experience. Good night. I hope you have had a happy day, and that all your days "crowns and Kingdoms" and deep satisfaction -

Believe me

Faithfully yours.

J. L. K. -

Dec. 25th 1918.

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CANADA

35058 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

It is agreed between the sender of the message on the face of this form and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of any unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

Correctness in the transmission and delivery of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding one thousand miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

Ottawa, December 17, 1918

Mrs. Martin H. Kennedy,
1460 High Street,
Denver, Colorado.

Birthday greetings received. Heartiest thanks.

Am writing today. Best wishes.

W. L. Mackenzie King.

PREPAID
Chg. W.L.Mackenzie King
The Roxborough.

W. L. Mackenzie King Papers

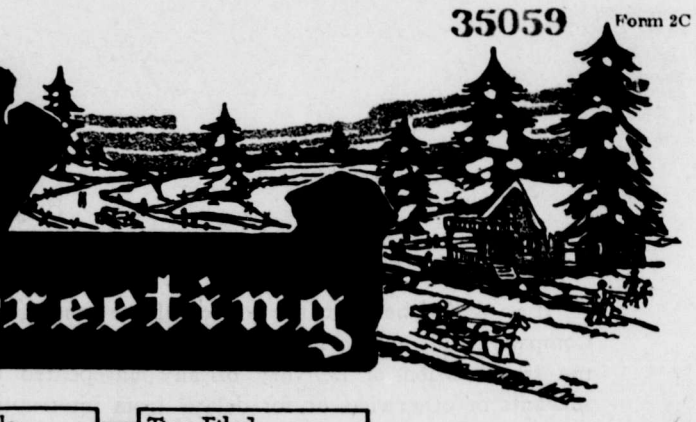
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CANADA

35059 Form 2C

Holiday Greeting

GREAT NORTHWESTERN TELEGRAM



Receivers No	Time Filed
Day Message	Night Message	Night Letter ✓

GEO. D. PERRY, GENERAL MANAGER

SEND THE FOLLOWING TELEGRAM, SUBJECT TO THE TERMS ON BACK HEREOF, WHICH ARE HEREBY AGREED TO

Ottawa, December 24, 1918 191

To Mrs. Martin H. Kennedy,
1460 High Street,
Denver, Colorado.

A Merry Christmas and the best of wishes to all at High Street, and to Mr. and Mrs. Jarvis Richards. Have just returned to Ottawa, and am sending by Christmas mail a book to carry my greetings to you. So sorry it is not already at Denver. May the Day be a very happy one for you all.

W. L. Mackenzie King.

CHG. W.L.MACKENZIE KING.

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35060



AZEEZ KHAYAT
THE ANCIENT ARTS
366 FIFTH AVENUE, NEW YORK

March 19th, 1918.

Hon. W.L. Mackenzie King,

The Roxborough, Ottowa, Canada.

Dear Mr King;

I have just received a wonderful Greek onyx intaglio with a sphinx. It is mounted with gold for a ring and it is the finest of its kind I have ever seen. A similar intaglio with sphinx is at the British Museum. I think it is just what you want and I hereby enclose an impression of it which you can use for your illustration if it answers your purpose.

The price of the ring with sphinx intaglio is $50.00.

Very truly yours,

Azeez Khayat

W. L. Mackenzie King Papers

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35061

The Roxborough,
Ottawa, March 22, 1918.

Mr. Azeez Khayat,
366 Fifth Avenue,
New York City.

Dear Mr. Khayat:

I appreciate very much your kindness in sending me an impression of a sphinx on the Greek onyx intaglio which you have received.

I agree with you that the impression is quite a remarkable one, and might be of real service for purposes of illustration. It is not, however, anything quite so small as a seal which I am anxious to have, but rather a small image, something at least three or four inches in height, and possibly higher. If you come across any of these in stone or other substance, I should be glad if you would let me know.

Yours very sincerely,

W. L. MACKENZIE KING

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35062

CHARLES S MUNGER, President
ARTHUR T. SMITH, Secretary
RUFUS E. KING, Treasurer

"THE THREE CITIZENS"

ILION CITIZEN, Thursdays
HERKIMER CITIZEN, Tuesdays
FRANKFORT CITIZEN, Saturdays

Citizen Publishing Company

Printers and Publishers

Offices at
Ilion, Herkimer, Frankfort

Ilion, N. Y., 3/13/17 191

Hon. W.L.Mackensie King,
Ottawa, Canada,---
Dear Sir,---

In an examination of the philanthropic work of Mr. Rockefeller I find your work in connection with the same of such a nature that it is possible you can give me information of value in the matter treated in the inclosed circular letter; if you can find time to give me your opinion I will be under highly appreciated obligation to you.

Very Respectfully,

R. E. King.

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In justice to all related to production, my judgment is that the product should be divided as follows:

35063

1. To Labor ..... %
2. To Capital ..... %
3. To Management ..... %
4. To Business Risk ..... %
5. To Guarantor of Labor, Profits, (Wages) ..... %
6. To .... %

Total 100%

Signed (or not, as you please).

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35064

CHARLES S MUNGER, President
ARTHUR T. SMITH, Secretary
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"THE THREE CITIZENS"

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HERKIMER CITIZEN, Tuesdays
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Citizen Publishing Company

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Offices at
Ilion, Herkimer, Frankfort

Ilion, N. Y. _____ 191

Hon. W. L. Mackenzie King,
Dear Sir—

I am trying to find out

What Part of the Product Belongs to "Labor"?

I desire to collect the opinions of a number of intelligent and experienced men regarding a material feature of the industrial situation.

One of the most insistant claims of working men is that they do not receive their fair share of "what they produce." This study is not for the purpose of either supporting or opposing their claim but wholly to gain information or judgment that may help to an intelligent understanding of what is their "fair share of what they produce."

In our present industrial situation so-called "labor" works under **guaranteed profits** of some number of dollars per day. The so-called "owner" works under no guarantee of any profit whatever; and, when there is a loss instead of a profit, pays from other moneys or borrows enough to pay the guaranteed profits of "labor." Does this give the guarantor a just lien on any part of "what labor produces"?

Some one has to carry the business risk of hard times, failures, strikes, panics, etc., which may at any moment paralyze business. "Labor" cannot, and would not assume or share in any degree such risk. Is the assumption of all business risk a just lien on any percentage of the product?

"Labor" is impotent to produce until equipment of buildings, machinery and material is provided; this requires "capital" of which "labor" contributes nothing; what per cent of the product fairly belongs to "capital?"

After equipment is provided and workmen hired competent **direction of production** and competent **sale of the product,** i. e., competent **management** must be given. Does any part of what "labor produces" justly belong to "management"?

Now,—after paying from the proceeds of the product all legitimate expenses except "labor," (material, light, heat, power, maintenance, upkeep, improvements, etc.,) what per cent of the remainder of "what he produces," belongs justly to, 1, "Labor". 2, "Capital". 3, "Business Risk". 4. "Management". "Guarantor of fixed profits". 6, Other material and just elements in production. Total 100%.

This is an effort to get beyond guesses,—to get down to cases,—and reach a definite, intelligent judgment as to what in all fairness is, to owner, manager and laborer, a "fair share of what he produces."

Your name will not be quoted or used if you so request. I want your **judgment.** Kindly let me have it and I will report to you the result of my inquiries.

Very respectfully,

W. L. Mackenzie King Papers

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CANADA

INDUSTRIAL RELATIONS.
35065

The Roxborough,
Ottawa, December 20, 1918

J. H Knight

The Secretary,
National Industrial Conference Board of the United States,
Washington, D. C.

Dear Sir:

Would it be possible to secure from your office a copy of a recent report on arbitration and wage-fixing in Australia, which I understand has been issued by your Board.

If copies of this report are available for distribution, would you kindly have one sent to Mr. W. L. Mackenzie King, at the above address. Also, if any other publications on this or kindred subjects are being published by the Industrial Conference Board, Mr. King would appreciate it if his name could be put on your mailing list to receive copies of any such reports.

Yours very truly

F. A. McGREGOR

Private Secretary.

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CANADA

INDUSTRIAL RELATIONS
35066

FREDERICK P. FISH
CHAIRMAN

FREDERIC C. HOOD
TREASURER

MAGNUS W. ALEXANDER
MANAGING DIRECTOR

NATIONAL INDUSTRIAL CONFERENCE BOARD

15 BEACON STREET, BOSTON, MASS.

724 SOUTHERN BUILDING, WASHINGTON, D.C.

December 28, 1918.

Mr. F. A. McGregor, Private Secretary,
The Roxborough,
Ottawa, Canada.

Dear Sir:

I have received your letter of December 20, 1918, requesting a copy of the recent report on "Arbitration and Wage Fixing in Australia" issued by the National Industrial Conference Board.

There are no copies of this report in the Washington office but I have forwarded your letter to the Boston office of the Conference Board with the request that they send to Mr. W. L. McKenzie King the report and also place his name on the mailing list for copies of other reports.

Very truly yours,
NATIONAL INDUSTRIAL CONFERENCE BOARD.
By Joseph H. Knight.

JHK:C

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CANADA

35067

Aurora Jan 10 1918

Wm. W. L. Mackenzie King

Dear Mr King

I received your very welcome letter of Dec 31st and should have replied sooner but I had to face a municipal Election on Monday Jan 7th and I was very busy and have been busy ever since. And I thought I would delay my reply to your letter until after the Election. And a good many Tories went after me for the part I took in the Dominion Election but I come through all wright. I am enclosing a copy of the Election returns

W. L. Mackenzie King Papers

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CANADA

35068

Our council Stands 5 Liberals
and 3 Tories. We had a stiff days
work through a very heavy Snow
Storm and Elected all of our
Men. Mayor Baldwin was
Elected by acclamation.

I am sure it is great pleasure
to grant the request of Our
Esteemed Leader. Sir Wilfrid
Laurier. And also your self
to read my Sons letter that
I Spoke to yaw about
I am enclosing the whole
letter just as I received it.
I think the Boys were all
loaded up the same way
Trusting that Sir. Wilfrid
and your self may long be
Spared to fight the Battles
of true Liberalisam

I remain Yours Truly
W Knowles

W. L. Mackenzie King Papers

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CANADA

35069 1918

Aurora municipal Election

For Reeve

	No1	No2	No3	No4	Total
Wm Austman Tory	66.	53.	66.	54.	239
WJ Knowles	102.	69.	60	48.	279

For council — Majority for Knowles 40

WJ Bassett Lib	110.	62.	54.	52.	278
H Susman Lib	100.	75.	74.	48	297
Wm Winter Lib	102.	69.	50.	52.	272
F Browning Tory	96.	78.	101	78	353
S6 Taylor Tory	72.	83.	49.	51.	255
Wm Reive Tory	66.	60.	60.	53	239

Those 6 Elected

AE Hancock	68.	41	43	44	196

— out

Mayor Baldwin re-elected by acclamation

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CANADA

Extract from letter written by Sapper J. A. Knowles, 778234, Headquarters, 2nd Battn., C.R.T., France, and addressed, under date of December 8, 1917, to his mother, Mrs. W. J. Knowles of Aurora, Ont.

"Last Monday was our election day over here for our battalion. I cast my first vote and believe me I was certainly a proud boy. We are all out strong over here for the Union Government, and Mother I hope the folks at home will stand behind the boys out here. If Laurier gets in it will mean that we will all have to go into the line and that the boys out here will have to bear the brunt for those at home, and as the Germans say, One boat will take all the Canadians home. The people at home don't realize what we are up against out here. Our Medical Officer is running as a candidate for the Union Government in Quebec against Hon. R. Liemieux and the boys of the battalion had the option of voting for him or were they liked, so we all cast our vote in favour of our own officer here. We are now waiting patiently for to hear the results of the vote in Canada. Here's hoping the Union Government wins hands down."

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CANADA

35071

The Roxborough,
Ottawa, January 14, 1918.

Mr. W. J. Knowles,
Aurora, Ontario.

Dear Mr. Knowles:

I thank you most cordially for your letter and its enclosure, which I received on Saturday. I have sent on both letters to Sir Wilfrid, who I know will be grateful to you for them, and who will see that your son's letter is returned in due course.

I am sorry to say that every day is bringing to light fresh revelations of occurrences similar to that of which your boy makes mention. I doubt if there ever was an election in which fraud and deception were as rampant as they were in the recent contest.

I cannot say how pleased I was at the result of the municipal elections in Aurora, and particularly at your own election as Reeve. It is the more pleasurable to me in view of the splendid support which you gave me during the federal contest. I congratulate you very heartily, and along with you our other friends who have been returned to the Council. I am sending just a line of congratulation to each one.

With kindest regards, and thanking you again for your letter, Believe me, always, dear Mr. Knowles,

Yours very sincerely,

W. L. MACKENZIE KING

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CANADA

35072

The Roxborough,
Ottawa, January 16, 1918.

Mr. W. J. Knowles,
Aurora, Ontario.

Dear Mr. Knowles:

Sir Wilfrid informs me he has returned to you the letter which you so kindly allowed us to see.

I hope you will be agreeable to permitting him to make use in the House of the paragraph indicated, which Sir Wilfrid would like to do, without making mention of any names. He would, however, not go this far without a line of direct approval from you. I hope, therefore, you will find it possible to write him approvingly and direct. It seems to me it is much in the public interest that what there has been of fraud and decention in the recent campaign should be as fully exposed as circumstances will permit.

With kindest remembrances, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

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CANADA

35073

Aurora Jan 19 1918

Hon W.L. Mackenzie King

Dear Sir. Your letter of the 15th inst to hand. Also Sir Wilfrids letter with my Son's letter enclosed
I have just answered Sir Wilfrids letter giving him permission to use My Son's letter in any way he may think advisable. I am sure the Boys at the Front were badly deceived. And I think the deception Should fully exposed

Yours very sincerely

W. J. Knowles

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35073

Aurora Jan 19 1918

Hon W.L. Mackenzie King

Dear Sir. Your letter of the 15th inst to hand. Also Sir Wilfrids letter with my Son's letter enclosed
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Yours very sincerely

W. J. Knowles

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35074

D. M. Finnie, Chairman,
General Manager Bank of Ottawa.
A. G. Parker, Treasurer,
Manager Bank of Montreal, Ottawa
J. A. Machado, Secretary,
V-Pres't American Bank Note Company.
Sir Herbert B. Ames, M.P., Montreal.
T. C. Boville, C.M.G.
Deputy Minister of Finance, Ottawa
George Burn,
Director Bank of Ottawa.
R. G. Code, K.C., Ottawa.
Frederick E. Dougall,
Montreal Witness, Montreal.
Strachan Johnston, K.C., Toronto.
Hon. W. L. Mackenzie King, C.M.G.
H. H. Langton, Toronto University, Toronto.
James Manuel, Ottawa.

Miss A. M. Warne, Corr. Secretary,
65 Delaware Ave.

Labrador Medical Mission

(INCORPORATED)

Canadian Branch of the International Grenfell Association

224 Wellington St.

Ottawa. Sept. 19th. 1918.

The Hon. W. L. Mackenzie-King,

The Roxboro, Ottawa.

Dear Sir,-

For many years you have contributed annually to the support of this worthy Mission, on whose Board you serve. I am at present soliciting renewals from Ottawa contributors and shall be pleased if you will remit to our local treasurer, Miss Ethel Burn, 255 Metcalfe St., whatever sum you wish to give this year. Doubtless you have observed that the enemy submarines are now waging warfare on the fishing fleet around Newfoundland, nine boats in one fleet having been sunk without warning, quite recently, causing loss of life. These war contingencies all throw a heavier burden on this Mission in caring for the children left unprovided for.

Thanking you in anticipation of your further assistance,

Yours faithfully,

Annie M. Warne

Secretary,

1916 - $10.00
1917 - 10.00

W. L. Mackenzie King Papers

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CANADA

35075

The Roxborough,
Ottawa, October 25, 1918

Miss Ethel Burn,
Treasurer, Labrador Medical Mission,
255 Metcalfe Street,
Ottawa.

Dear Miss Burn:

I regret that I have overlooked sending the enclosed contribution, in reply to a communication received from Miss Warne some weeks ago. I am sorry the amount is so small, but hope it will nevertheless be acceptable.

— 10.00

With kind regards, Believe me,

Yours sincerely,

W. L. Mackenzie King Papers

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CANADA

35076

Ottawa March 4-1918.

Dear Mr King,

I am writing you a few lines and hoping that I am not taking to much of your time. I asked you some time ago if you would have any old things that you have in the way of clothes I mentioned it to you some time ago as you were so busy that I did not like to take up your time, if it would not do for me my Mrs could fix it up for the boys, as the winter has been on hand that every little things helps. if you would be good enough to let me know I would call for it at any time. and thanking you for your past kindness.

yours very truly,
J. H. Lacelle
124 Glenora Ave
Ottawa. a
Dept Labour.

Ackd by phone Thurs. March 6.

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CANADA

35077

Chauhaw Aug 28th 18

Dear Mr King! I wonder if you will remember me - it is a long time since we have seen or heard of you but often think of you, and just - that I am going to ask a favor of you - We want to send our daughter Helene to New York Oct 1st to take up

best respects to you and Mrs Mackenzie

Sincerely Yours

Maurice Landau

Mrs W. R Landau

Chauhaw

Que.

P.S. If you cannot help us kindly forward you will a letter (as per circular) and send back to me and I will name and sign "Honorable" to your name

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music and you can
imagine that it
means to me to get
here a place to live
in, to we are anxious
to get here in the
"Three Arts Club" but-
they have written
"no room"; now we do
not know one person
in the City - so I
wondered if you knew
any one you could

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CANADA

35079

224 WELLINGTON STREET
OTTAWA.

April 6th,1918.

Dear Mr. King,-

In line with our conversation of yesterday, I enclose herewith booklet which I thought might be of interest to you.

Yours very sincerely,

Sanford H Lane.

Hon. W.L.Mackenzie King,
63 Roxborough Apartments,
Ottawa.

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35080

"DO NOT LET THE NEEDS OF THE HOUR, HOWEVER HEAVILY THEY FALL ON THE MEN AND WOMEN OF TODAY, PERMIT NEGLECT OF THE DEFENSES OF TOMORROW"—Message of the Universities of France to the Schools and Colleges of America.

The GROWTH
— OF —
Middlebury College



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35081

THE RECORD OF 115 YEARS AT MIDDLEBURY

OCCUPATIONS OF GRADUATES

Ministers	658
Lawyers	519
Doctors	156
Teachers	1198
School Superintendents	80
School Commissioners	7
College Professors	200
College Presidents	37
Governors	12
United States Senators	4
Members of Congress	18
Judges	100

HAS IT BEEN WORTH WHILE?

One out of ten of the living graduates and former students is now serving under the colors in army or navy.

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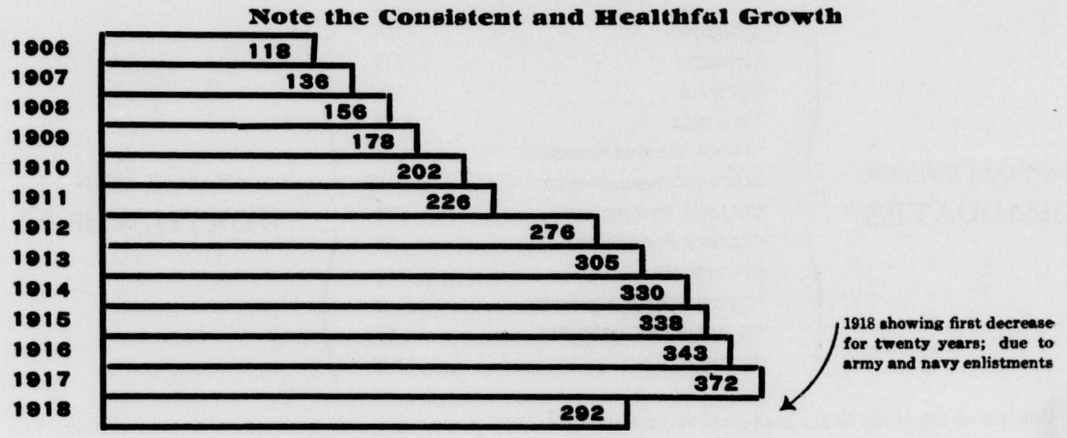
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STUDENT ATTENDANCE

[Exclusive of Summer Session]

Note the Consistent and Healthfal Growth



W. L. Mackenzie King Papers

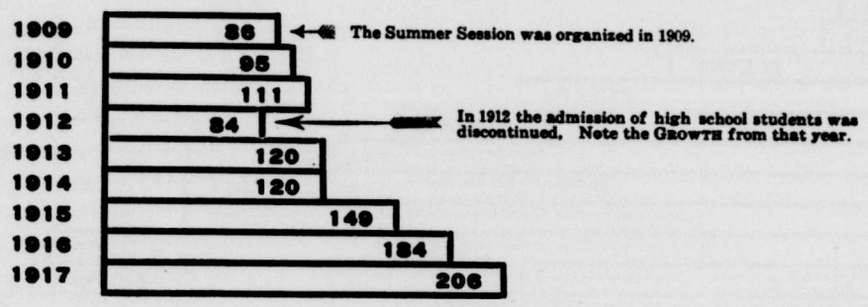
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SUMMER SESSION ATTENDANCE

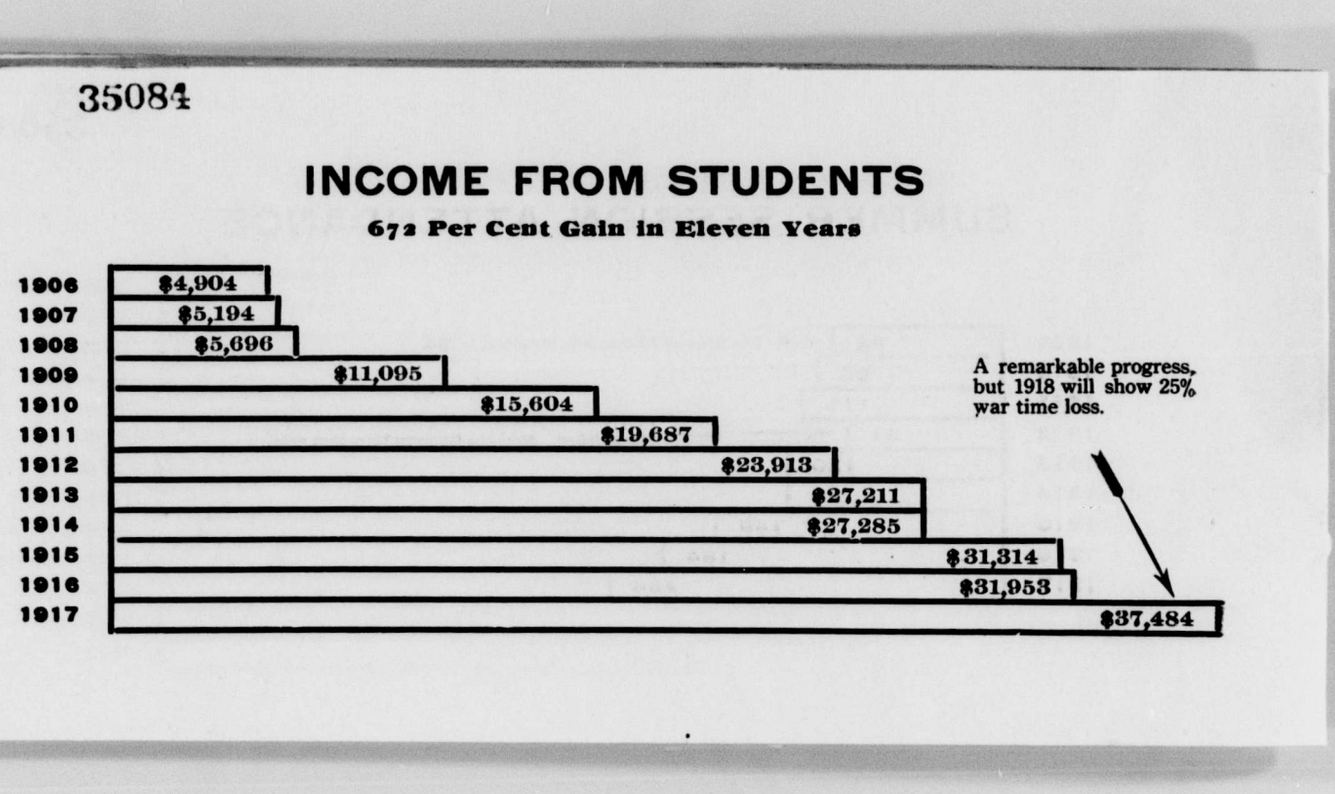


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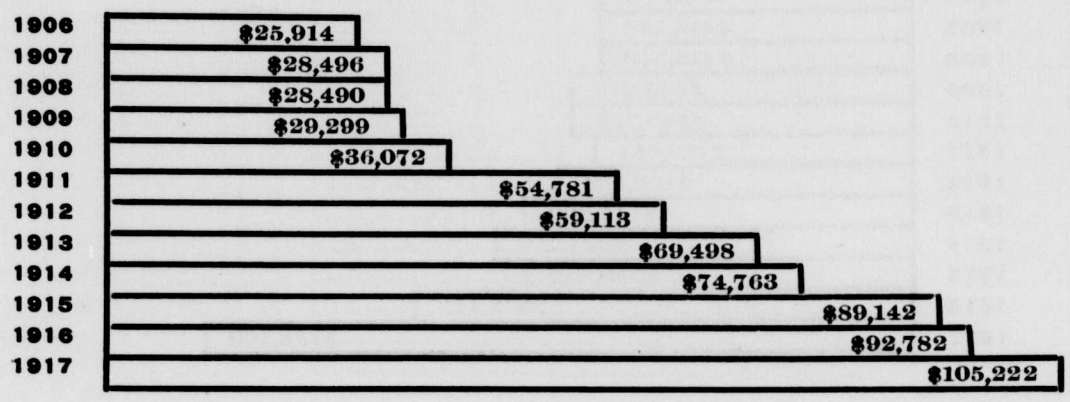
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TOTAL INCOME

More Than Quadrupled in Eleven Years



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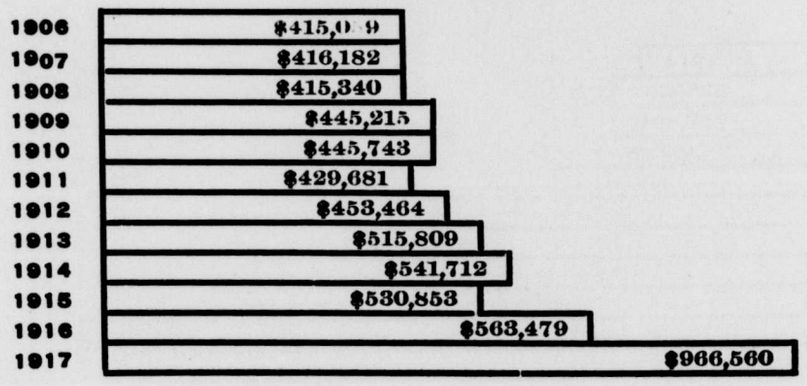
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INVESTED FUNDS

Endowments More Than Doubled



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PUBLIC ARCHIVES PUBLIQUES

CANADA

35087

VALUE OF BUILDINGS AND GROUNDS

Nine New Buildings, 214 Acres Added to Campus

W. L. Mackenzie King Papers

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PUBLIC ARCHIVES PUBLIQUES

CANADA

35088

COMPARISON OF ENDOWMENTS

DEMONSTRATING MIDDLEBURY'S NEED

	STUDENTS	ENDOWMENT	PER STUDENT	ANNUAL INCOME FROM ENDOWMENT PER STUDENT
Bowdoin . . .	434	$2,401,653	$5,573	$276
Amherst . . .	509	3,000,000	5,940	297
Wesleyan . . .	480	2,414,768	5,030	251
Williams . . .	549	2,338,500	4,259	213
Middlebury . . .	372	966,810	2,599	96

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THE LIBERTY ENDOWMENT FUND

WHAT IT IS: A proposed addition of $300,000 to permanent trust funds.

THE OFFER: $100,000 pledged conditionally, provided $200,000 additional is subscribed before July 1, 1918.

WHO MAKES IT? A friend who means what he says. We must meet his terms or lose his money.

WHY LIBERTY ENDOWMENT? Because payment in Liberty Bonds is preferred. All issues accepted at par during the war.

WHAT FOR? General Endowment: increase of salaries of Professors and improvement and expansion of college work.

WHY NECESSARY? Because owing to war conditions deficit and debt confront us unless we increase our funds

WHEN PAYABLE? Before July 1 preferred. If desired, in three annual installments beginning July 1, 1918, with interest at five per cent.

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35090

RESULTS TO DATE

The conditional offer	- -		$100,000
The Hudson Fund	- -	-	8,300
One subscription	- -		10,000
Two subscriptions at	$5,000	-	10,000
Four subscriptions at	1,000	-	4,000
Two subscriptions at	500	-	1,000
Four subscriptions at	250	-	1,000
Two subscriptions at	200	-	400
Eighteen subscriptions at	100	-	1,800
Three subscriptions at	75	-	225
Twenty-seven subscriptions at	$50	-	$1,350
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One subscription	- -	-	15
Two subscriptions at	10	-	20
			$138,450

W. L. Mackenzie King Papers

Volume 40

PUBLIC ARCHIVES PUBLIQUES
CANADA

35091

WHY NOW?

Because deficit and debt confront us.

The colleges feel the war more severely than any other institution or business. It is taking our very life. They called on our boys first for the officers' training camps, for the navy, for ambulance corps, for every special branch of the service, and those left were subject to the same draft as others. We are proud of the response they made—our attendance has fallen 27 per cent from last year—but we must ask help to meet the financial problem.

Because the future will demand a more efficient college.

There has never been a time when the American people have had greater reason for interest in their colleges. War is the arch destroyer and we have as yet no realization of the tremendous wastage the world has suffered. The damage can only be repaired by enormous labor, and the labor must be directed by intelligence. It is time now to prepare for an adequate supply of trained leaders. A host of new problems will arise after the war. It will be America's golden day of opportunity, economically for the expansion of business, and not less morally and spiritually in the construction of a new world democracy. We dare not neglect the message of the Universities of bleeding France to the colleges of America :—

" Do not let the needs of the hour, however heavily they fall on men and women of to-day, permit neglect of the defenses of tomorrow."

W. L. Mackenzie King Papers

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PUBLIC ARCHIVES PUBLIQUES
CANADA

35092

THE MORAL

It has taken me ten years to write this little book. The story has been told for one purpose only — to inspire confidence in Middlebury College as an institution which merits benevolence because of her record and which is in urgent need of further assistance because of the depletion of students on account of the war.

A college which has doubled her endowments, trebled the value of her buildings, quadrupled her annual income, and multipied by six her receipts from students, all within a period of ten years, merits the support of the discerning.

The appeal of Middlebury College is in behalf of students who can afford college opportunities only at very moderate cost. There are large numbers of them in New England and adjacent States, and during all her history Middlebury College has held out to them special opportunity. This traditional policy is being maintained to-day and a large proportion of our present students are working their way. Proper facilities for them require an increase of our funds, and for this purpose and to save the college from a serious set-back because of war conditions, I appeal most earnestly for subscriptions to the Liberty Endowment Fund, toward which we have received a conditional offer of one-third of the total. A blank providing liberal terms of payment is enclosed herewith.

John M. Thomas.

MIDDLEBURY, VERMONT.

W. L. Mackenzie King Papers

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PUBLIC ARCHIVES PUBLIQUES
CANADA

If you will make your subscription in Liberty Bonds, please so state.....

35093

Liberty Endowment Fund

$_____ _____ 19____

In consideration of the mutual promises of others, and for the purpose of securing $300,000 as an addition to the

Permanent Trust Funds of Middlebury College,

for value received I promise to pay to The President and Fellows of Middlebury College, Middlebury, Vermont, the sum of _____ Dollars.

Name _____

Address _____

It is agreed that payment may be made in three annual installments, beginning July 1, 1918, with interest at 5 per cent from that date. This subscription is binding when $300,000 is subscribed to said fund.

W. L. Mackenzie King Papers

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PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, April 8, 1918.

Mr. Sanford H. Lane,
224 Wellington Street,
Ottawa.

Dear Mr. Lane:

I have read with much interest the booklet enclosed with your letter received this morning.

It is a fine record, splendidly presented. I do not wonder that you feel a pride in the College and what it has accomplished.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

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PUBLIC ARCHIVES PUBLIQUES
CANADA

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

35095 FORM 1 T.W.

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

6/3: 26 Pm

193 MO Z 47 7 EX

BS SO BETHLEHEM PENN 26

W L MACKENZIE YING

JUN 26 1918

" THE ROXBOROUGH " OTTAWA CAN

HAVE BEEN IN COMMUNICATION WITH C J HICKS STANDARD OIL CO STOP HE SUGGESTED YOU MIGHT BE WILLING TO COME TO BETHLEHEM PA FOR A CONFERENCE STOP WOULD IT BE CONVENIENT FOR YOU TO BE HERE MONDAY JULY 1 ST

BETHLEHEM SHIPBLDG CORPN J M LARKIN SUPT OF SERVICE DEPT.

W. L. Mackenzie King Papers

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PUBLIC ARCHIVES PUBLIQUES
CANADA

DAY MESSAGE

35096

N.L. 2

[redacted]

The Great North Western Telegraph Company of Canada.

Exclusive connection with the
WESTERN UNION TELEGRAPH CO.
Z. A. LASH, President

Cable Service
to all the world
GEO. D. PERRY, General Manager

Receiver's No.	Time Filed	Check

SEND the following [redacted] subject
to the terms printed on the back hereof,
which [redacted]

Bethlehem, Pa., June 26, 1918.

W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Have been in communication with C. J. Hicks, Standard Oil Company. He suggested you might be willing to come to Bethlehem for a conference. Would it be convenient for you to be here Monday July first.

Bethlehem Shipbuilding Corporation,
J. M. Larkin,
Superintendent of Service Department.

Received
Wednesday, 3.15 p.m.

W. L. Mackenzie King Papers

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PUBLIC ARCHIVES PUBLIQUES
CANADA

DAY MESSAGE

35097

N.L. 2

~~NIGHT LETTER~~

The Great North Western Telegraph Company of Canada.

Exclusive connection with the
WESTERN UNION TELEGRAPH CO.

Z. A. LASH, PRESIDENT

Cable Service
to all the world

GEO. D. PERRY, GENERAL MANAGER

Receiver's No.	Time Filed	Check

SEND the following ~~NIGHT LETTER~~ subject
to the terms printed on the back hereof,
which are hereby agreed to

Ottawa, June 26, 1918.

Mr. J. M. Larkin,
Supt. of Service Department,
Bethlehem Shipbuilding Corporation.
South Bethlehem, Pa.

Your telegram received. Leave Ottawa Sunday afternoon, arrive Bethlehem for conference Monday eleven thirty, Lehigh Valley.

W. L. Mackenzie King.

COLLECT

Phone 9.30 p.m.

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CANADA

35098

The Roxborough,
Ottawa, June 27, 1918.

Mr. J. M. Larkin,
Superintendent of Service Department,
Bethlehem Shipbuilding Corporation,
South Bethlehem, Pennsylvania.

Dear Sir:

I attach hereto confirmation of telegram sent from Mr. Mackenzie King last night.

Mr. King is not in the city at present, being engaged in studies at his summer cottage about twelve miles from Ottawa. Your message of yesterday was forwarded to him, and the reply was sent on to you as received over the phone from Mr. King last evening.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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CANADA

INTER-OFFICE

35099

Bethlehem Shipbuilding Corporation, Ltd.

J. M. LARKIN
SUPT. OF SERVICE DEPT.

South Bethlehem, Pa. August 21, 1918.

IN REPLY REFER TO

Mr. W. L. McKenzie King,
The Roxborough,
Ottawa, Canada.

My Dear Mr. King:

I am enclosing herewith a copy of the final chart which we have drawn up illustrating the representation of employees for the Bethlehem Steel Corporation Subsidiaries. The original chart has been revised several times and drawn up in this final form after conference with Messrs. Grace, Lewis, Powell, Bent and others.

The principal features of the final chart are that the management and employees are more evenly balanced without giving precedence in position on the chart.

Mr. Grace has asked me to forward a copy to you so that we might be able to have any suggestions you would care to offer before giving it out for publication.

Very truly yours,

BETHLEHEM SHIPBUILDING CORPORATION, LTD.

J. M. Larkin
Supt. Service Department.

JML:M

W. L. Mackenzie King Papers

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CANADA

35100

The Roxborough,
Ottawa, August 26, 1918.

Mr. J. M. Larkin,
Superintendent of Service Department,
Bethlehem Shipbuilding Corporation, Limited,
South Bethlehem, Pennsylvania.

Dear Mr. Larkin:

I am sending on to Mr. King at Kingsmere your letter of the 21st instant, received to-day, and its enclosure of the revised chart illustrating the representation of employees for the Bethlehem Steel Corporation Subsidiaries.

On account of the mail service, it may be a day or two before Mr. King will be able to send you any comment, but I am sending this line meantime by way of acknowledgment of the chart's receipt.

Yours very truly,

F. A. McGREGOR

W. L. Mackenzie King Papers

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CANADA

35101

N.L. 2

NIGHT LETTER

The Great North Western Telegraph Company of Canada.

Exclusive connection with the
WESTERN UNION TELEGRAPH CO.
Z. A. LASH, President

Cable Service
to all the world
GEO. D. PERRY, General Manager

Receiver's No.	Time Filed	Check

SEND the following NIGHT LETTER subject to the terms printed on the back hereof, which are hereby agreed to

Ottawa, August 26, 1918.

Mr. J. M. Larkin,
Bethlehem Shipbuilding Corporation, Ltd.,
Bethlehem, Pa.

Chart you have sent quite satisfactory. My preference is for original, with the words "The Management" made less conspicuous. I see no objection, however, to publishing the revise just as it is if it should appear desirable.

W. L. Mackenzie King.

COLLECT

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35102 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

It is agreed between the sender of the message on the face of this form and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of any unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate: and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

Correctness in the transmission and delivery of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding one thousand miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

Ottawa, August 27, 1918.

Mr. J. M. Larkin,
Bethlehem Shipbuilding Corporation, Limited,
Bethlehem, Pa.

On further consideration of revised chart, I think arrow lines leading to different committees should commence at point adjoining block ~~including~~ "Employees' Representatives" on one side and block ~~including~~ "The Management" on other, instead of as at present, from "Chairman and Secretary of Representatives" on one side, and "The Management's Representative" on the other.

I also think circle representative of General Joint Committee on Appeals, being a joint committee, should appear in corresponding position on right hand side of chart, instead of on left.

I believe that a line like a cross section S, drawn

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35103RM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

It is agreed between the sender of the message on the face of this form and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of any unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate: and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

Correctness in the transmission and delivery of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding one thousand miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

-2- Mr. J. M. Larkin - Day Letter

across each of the committee circles, excepting the General Joint Committee, as was done on original chart, would be further improvement in helping to indicate representation of both sides in separate as well as joint committees.

Dotted lines like those connecting Chairman and Secretary of Employees' Representatives and the Management's Representative with the Annual Joint Conference, added to the chart at end opposite, substituting arrow points facing each other for the Annual Joint Conference, would help to indicate constantly available means of communication between both sides. These are only suggestions, not imperative changes, if preference be for chart as it is.

Block

W. L. Mackenzie King.

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The Roxborough
Ottawa, August 27, 1918.

Mr. J. M. Larkin,
Superintendent of Service Department,
The Bethlehem Shipbuilding Corporation, Limited,
Bethlehem, Pennsylvania.

Dear Mr. Larkin:

I enclose confirmation of a second telegram I have sent you to-day. It is self-explanatory. I would write you fully, but have received a call away from Ottawa, and am obliged to leave the city on a moment's notice. I have no time, therefore, for correspondence.

I am leaving word here for the forwarding of all telegrams, and shall wire you my further address on reaching my destination.

Yours very truly,

W. L. MACKENZIE KING

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CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

FORM 1 T.W.

3~~5~~105

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH · GREAT NORTH WESTERN · AND CABLE

Z.A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

3 0 2 N CW 17 Z3 EXTRA

BS SOUTH BETHLEHEM PENN 27

W L MACKENZIE KING

THE ROXBORO OTTAWA ONT

REPLYING YOUR TELEGRAM WILL TAKE UP SUGGESTIONS OFFERED FOR WHICH PLEASE ACCEPT OUR THANKS

BETHLEHEM SHIPBLDG CORPN LTD

J M LAMKIN

W. L. Mackenzie King Papers

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35106 Form 1206

CLASS OF SERVICE DESIRED	
TELEGRAM	
DAY LETTER	
NIGHT MESSAGE	
NIGHT LETTER	

Patrons should mark an X opposite the class of service desired; OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

RECEIVER'S NO.
CHECK
CASH OR CHARGE
TIME FILED

Send the following message, subject to the terms on back hereof, which are hereby agreed to

Fairmont, West Va., August 29th, 1918.

J. M. Larkin,
Bethlehem Steel Corporation,
Bethlehem, Pennsylvania.

Will be in New York tomorrow afternoon. Address Harvard Club, twenty-seven West forty-fourth Street. Will be leaving for Ottawa eight PM. Could arrange conference with anyone in New York if desired or talk with you over phone by appointment. Leaving here nine o'clock tonight. Address before leaving care The Consolidation Coal Co'

W. L. Mackenzie King.

Charge The Consolidation Coal Co.

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CANADA

35107

Bethlehem Shipbuilding Corporation, Ltd.

J. M. LARKIN
SUPT. OF SERVICE DEPT.

Bethlehem, Pa. Sept. 12, 1918.

IN REPLY REFER TO

Mr. W.L. McKenzie King,

The Rexborough,

Ottawa, Can.

My dear Mr. King:-

I am enclosing herewith a copy of an article which appeared in the Monthly Review for June of the U.S. Labor Statistics, subject "Agreements Between Employers and Employees" as operating in Great Britain. It occurred to me that if you have not already received this article, it would be of interest to you.

There was published in the August issue, a supplementary article on this same subject, copies of which I am having prepared and when completed, will mail to you.

With kind regards, I am,

Very truly yours,

J M Larkin

11 Supt. Service Dept.

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35108

AGREEMENTS BETWEEN EMPLOYERS AND EMPLOYEES

WORKS COMMITTEES AS PART OF INDUSTRIAL COUNCIL PLAN OF GREAT BRITAIN

from

Monthly Review

of the

U. S. Bureau of Labor Statistics

Volume VI
June 1918
Number 6

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CANADA

35109

AGREEMENTS BETWEEN EMPLOYERS AND EMPLOYEES.

WORKS COMMITTEES AS PART OF THE INDUSTRIAL COUNCIL PLAN OF GREAT BRITAIN.

In the first and second reports of the British Committee on Relations between Employers and Employed (the Whitley Committee)[1] references were made to the establishment of works committees, representative of the management and of the workpeople, and appointed from within the works, as an essential part of the scheme of organization suggested to secure improved relations between employers and employed. A "Supplementary report on works committees" has now been published[2] which deals more fully with the proposal to institute such committees. The full text of this report is given below:

SUPPLEMENTARY REPORT ON WORKS COMMITTEES.

In our first and second reports we have referred to the establishment of works committees,[3] representatives of the management and of the workpeople, and appointed from within the works, as an essential part of the scheme of organization suggested to secure improved relations between employers and employed. The purpose of the present report is to deal more fully with the proposal to institute such committees.

2. Better relations between employers and their workpeople can best be arrived at by granting to the latter a greater share in the consideration of matters with which they are concerned. In every industry there are certain questions, such as rates of wages and hours of work, which should be settled by district or national agreement, and with any matter so settled no works committee should be allowed to interfere; but there are also many questions closely affecting daily life and comfort in, and the success of the business and affecting in no small degree efficiency of working, which are peculiar to the individual workshop or factory; The purpose of works committee is to establish and maintain a system of cooperation in all these workshop matters.

3. We have throughout our recommendations proceeded upon the assumption that the greatest success is likely to be achieved by leaving to the representative bodies of employers and employed in each industry the maximum degree of freedom to settle for themselves the precise form of council or committee which should be adopted, having regard in each case to the particular circumstances of the trade; and, in accordance with this principle, we refrain from indicating any definite form of constitution for the works committees. Our proposals as a whole assume the existence of organizations of both employers and employed and a frank and full recognition of such organizations. Works committees established otherwise than in accordance with these principles could not be regarded as a part of the scheme we have recommended, and might indeed be a hindrance to the development of the new relations in industry to which we look forward. We think the aim should be the complete and coherent organization of the trade on both sides, and works committees will be of value in so far as they contribute to such a result.

4. We are of opinion that the complete success of works committees necessarily depends largely upon the degree and efficiency of organization in the trade, and upon the extent to which the committees can be linked up, through organizations that we have in mind, with the remainder of the scheme which we are proposing, viz, the district and national councils. We think it important to state that the success of the works committees would be very seriously interfered with if the idea existed that such committees were used, or likely to be used, by employers in opposition to trade-unionism. It is strongly felt that the setting up of works committees without the cooperation of the trade-unions and the employers' associations in the trade or branch of trade concerned would stand in the way of the improved industrial relationships which in these reports we are endeavoring to further.

5. In an industry where the workpeople are unorganized, or only very partially organized, there is a danger that works committees may be used, or thought to be used in opposition to trade-unionism. It is important that such fears should be guarded against in the initiation of any scheme. We look upon successful works committees as the board base of the industrial structure which we have recommended, and as the means of enlisting the interest of the workers in the success both of the industry to which they are attached and of the workshop or factory where so much of their life is spent. These committees should not, in constitution or methods or working,

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discourage trade organizations.

6. Works committees, in our opinion, should have regular meetings at fixed times, and, as a general rule, not less frequently than once a fortnight. They should always keep in the forefront the idea of constructive cooperation in the improvement of the industry to which they belong. Suggestions of all kinds tending to improvement should be frankly welcomed and freely discussed. Practical proposals should be examined from all points of view. There is an undeveloped asset of constructive ability - valuable alike to the industry and to the State - awaiting the means of realisation; problems, old and new, will find their solution in a frank partnership of knowledge, experience and good will. Works committees would fail in their main purpose if they existed only to smooth over grievances.

7. We recognize that, from time to time, matters will arise which the management or the workmen consider to be questions they can not discuss in these joint meetings. When this occurs, we anticipate that nothing but good will come from the friendly statement of the reasons why the reservation is made.

8. We regard the successful development and utilization of works committees in any business on the basis recommended in this report as of equal importance with its commercial and scientific efficiency; and we think that in every case one of the partners or directors, or some other responsible representative of the management, would be well advised to devote a substantial part of his time and throught to the good working and development of such a committee.

9. There has been some experience, both before the War and during the War, for the benefits of works committees, and we think it should be recommended most strongly to employers and employed that, in connection with the scheme for the establishment of national and district industrial councils, they should examine this experience with a view to the institution of works committees on proper lines, in works where the conditions render their formation practicable. We have recommended that the Ministry of Labor should prepare a summary of the experience available with reference to works committees, both before and during the War, including information as to any rules or reports relating to such committees, and should issue a memorandum thereon for the guidance of employers and workpeople generally, and we understand that such a memorandum is now in course of preparation.[4]

10. In order to insure uniform and common principles of action, it is essential that where national and district industrial councils exist the works committees should be in close touch with them, and the scheme for linking up works committees with the councils should be considered and determined by the national councils.

11. We have considered it better not to attempt to indicate any specific form of works committees. Industrial establishments show such infinite variation in size, number of persons employed, multiplicity of departments, and other conditions that the particular form of works committees must necessarily be adapted to the circumstances of each case. It would, therefore, be impossible to formulate any satisfactory scheme which does not provide a large measure of elasticity.

We are confident that the nature of the particular organization necessary for the various cases will be settled without difficulty by the exercise of good will on both sides.

---

[1]The first report of the Whitley Committee was published in Bulletin 237 of the U.S. Bureau of Labor Statistics, and the second report was summarized in the May,1918, issue of the Monthly Review, pages 59 to 61.

[2]Great Britain, Ministry of Reconstruction. Committee on relations between employers and employed. Supplementary report on works committees. London, 1918. 4pp. Price 1d, net.

[3]In the use of the term "works committees" in this report it is not intended to use the word "works" in a technical sense; in such an industry as the coal trade, for example, the term "pit committees" would probable be the term used in adopting the scheme.

[4]This memorandum is now completed and will be published immediately by the Ministry of Labor.

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The Roxborough,
Ottawa, October 24, 1918

Mr. J. M. Larkin,
Superintendent of Service Department,
Bethlehem Shipbuilding Corporation, Limited,
Bethlehem, Pennsylvania.

My dear Mr. Larkin:

In the pressure of the work of completing my book, I have had to forego all correspondence for over a month past. In the interval, your kind letter of the 12th ultimo, enclosing a copy of an article which appeared in the Monthly Review of the U.S. Bureau of Labor Statistics for June, on "Agreements Between Employers and Employees" as operating in Great Britain, came to hand. It was most kind and thoughtful of you to have sent on this article to me, and I much appreciate your kindness in having done so. I am extremely sorry that, owing to the reason I have mentioned, an acknowledgment was not promptly sent.

I hope you are getting well under way with the matters we discussed together during the summer. I have just completed the work on my book, and am leaving for Colorado at the end of the week. I expected to leave a fortnight ago, but, through extension of time considerately granted, I have been able to remain here until the remainder of my book was completely out of the way.

If I am not mistaken, since I last wrote you have been married. If I am right in this impression, please accept for Mrs. Larkin and yourself my heartiest congratulations and best wishes for united happiness through a long and useful future.

With kind personal remembrances and regards, Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers

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35112

Bethlehem Steel Company

E. G. GRACE
PRESIDENT

South Bethlehem, Pa. October 24, 1918.

Mr. W. L. McKenzie King,
The Roxborough
Ottawa, Canada.

My dear Mr. King:-

I am enclosing herewith two copies of booklet, which we are distributing to our employees in our various Plants, explaining the principles of representation. You will be interested to know that I have just had word from one of our steel Plants, where elections are being conducted, that a good deal of interest is being taken and it would appear as though the personnel of the Committee would be of the best.

I shall be very glad to inform you of the results of these elections after they are completed, and also keep you advised as to the progress made.

With kind regards.

Very truly yours,

Jr Parkin

lf Assistant to President.

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The Roxborough,
Ottawa, October 28, 1918

Mr. J. M. Larkin,
Assistant to the President,
The Bethlehem Steel Company,
South Bethlehem, Pennsylvania.

Dear Mr. Larkin:

Mr. King left last evening for Colorado. Your letter of October 24, with its enclosure of the booklets describing the plan of representation of employees, came to hand this morning.

This note is sent only as an acknowledgment, and to let you know that I shall take your letter and its enclosures with me when I leave tonight. I expect to meet Mr. King in Chicago, and shall hand him your communication there.

With kind remembrances, Believe me,

Yours very truly,

F. A. McGREGOR

Private Secretary.

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35114
V3. 2

Brown Palace Hotel,
Denver, Colorado,
November 1, 1918

Mr. J. M. Larkin,
Assistant to the President,
The Bethlehem Steel Company,
Bethlehem, Pennsylvania.

Dear Mr. Larkin:

I was indeed pleased to receive your letter of the 24th ultimo, enclosing two copies of the Representation of Employees in Plants of the Bethlehem Steel Company. I like exceedingly the form in which the booklet has been prepared, especially the manner in which the principles of representation are set forth in an introductory page.

I am as keenly interested as one can possibly be, in learning of the result of the elections, and I thank you for your promise to send me particulars, which I shall await with the greatest interest. Please send me anything and everything that you think is likely to be of interest, and which you can conveniently spare.

At the offices of the Youngstown Sheet and Tube Company, in Youngstown, Ohio, and at the offices of the Harvester Company at Chicago, as well as at the offices of the Colorado Fuel and Iron Company, to-day, I received inquiries concerning your plan. I saw the first copy of the plan in its printed form at Youngstown, and a typewritten copy at Chicago. I was told of the press notices when I reached here; but in travelling I have missed pretty much everything myself: so please give me all the data you can spare. If you can send me two dozen copies of the booklet, I should be very glad to have them. If you cannot spare that many, please send along whatever number you can let me have.

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As you will gather from Mr. McGregor's acknowledgment, we both met at Chicago on Wednesday. We reached Denver to-day, and in all probability shall be at the Brown Palace Hotel here for some weeks to come. Kindly, therefore, address any letters to this hotel.

With kind regards, Believe me,

Yours very truly,

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35116

Bethlehem Steel Company

E. G. GRACE
PRESIDENT

South Bethlehem, Pa. November 14, 1918.

Mr. W. L. Mackenzie King,
The Brown Palace Hotel,
Denver, Colo.

My dear Mr. King:-

Replying to your recent letter, I have mailed to you at the Brown Palace Hotel, twenty-five copies of our booklet explaining the Representation of Employees.

We are now operating the Plan in three of our Steel Plants and expect that it wont be long before we will be able to install it here at Bethlehem.

There was quite a bit of interest evidenced at our Sparrow's Point, Lebanon and Steelton Plants in both the nominations and elections, and it appears that there was a much stronger vote in the elections at all Plants than in the nominations.

We estimate that about 75% of the employees eligible voted at the elections.

After the elections at each Plant, the successful candidates were assembled and addressed by Mr. Grace in one case, and the writer in the other two cases. The General Manager of the Plant opening the meeting in each instance. It occurs to me that the start which a Plan of this sort is given will be an important factor in its future success, as there is no question but what the employees feel, and very logically so, a bit of uncertainty as to the Company's motives. It is therefore necessary to ease their minds on this point at the very beginning which we have attempted to do in each instance at the initial meeting.

The representatives in each Plant have now selected their chairmen, secretaries, and various Committees, and they are holding regular meetings.

We have also appointed in each Plant a Management's Representative, and I concur with you that a great deal of the success of this Plan will depend to a great extent upon the personality and initiative of this man.

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Bethlehem Steel Company

E. G. GRACE
PRESIDENT

South Bethlehem, Pa. November 13, 1918

We are now preparing a set of rules for the guidance of the Management's Representatives and forms for rendering to the Central Office periodical reports on the activities of the representatives together with a personal service card to be kept on all representatives. Upon the completion of this form, I shall be glad to mail you copies and further to send you some specimen reports when received.

To illustrate to you the interest taken, I am enclosing some information just received from one of our Management's Representatives, and I would call your attention to the businesslike manner in which the work is being conducted.

I hope you will keep me informed of your movements so that I will be able to get in touch with you from time to time. I feel that it will only be a matter now of a few months before we will have the Plan operating successfully.

With best regards to yourself and Mr. MacGregor,
I remain,

Very truly yours,

J. W. Larmie

lf Assistant to President.

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35118

BETHLEHEM STEEL COMPANY.

MARYLAND STEEL PLANT

SPARROW'S POINT, MD.

November 8, 1918

Mr. J. M. Larkin,
Bethlehem Steel Company,
Bethlehem, Penna.

My dear Mr. Larkin:-

I take pleasure in enclosing a list of the Representatives elected at the recent election, together with lists of Employees Committees and Management's Committees and copies of Minutes of the several meetings held up to date.

Very truly yours,

(signed) P. W. Trueheart,

T/S Management's Representative.

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Employees Elected, October 29th, 1918.

AA AB AC AE AF AG DA DB DH	General Office Accounting Time Employment Cashier & PM. Janitor & Mail Supply Safety Laboratory	Robert S. Kolb (AB9)
CL	Construction	William E. Willett (CL 29)
AD	Engineering	Horace S. Seipt (AD 44)
AH DC	Police Real Estate	James F. Penn (DC 28)
BA	Coke Ovens	Thomas J. Coyle (BA 41)
BC	Bessemer & Open Hearth	Aaron Miller (BC 246) Lee S. Charlton (BC 5)
BB	Blast Furnaces	Carroll Royston (BB 21) J. Gladfelter (BB 22)
BK	Plate Mill	C. Elmer Hoppert (BK 140) Richard Drea (BK 244)
BG CK	Rail Mill Roll Shop	Maurice C. Aton (BG 402) Herman Mattes (BG 441)
CG	Electrical	Jesse C. Smith (CG 159)
BE BF	Iron Foundry Brass Foundry	Harry Beaver (BF 19)
CE	Pattern Shop	Charles W. Symonds (CE 40)
DD	Steam Boilers	Frank E. Oberle (DD 41)
CF CH CJ	Locomotive Rep. Blacksmith Shop Machine Shop	Herbert Mitchell (CJ 19)
CC	Bricklayers	Grover C. Ruth (CC 15)
CB CB CD DJ	General Labor Riggers Carpenters Loco. Cranes	Thomas McAuliffe (CD 61)

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RR Transportation RR Railroad	)	Arthur Beall (RR 150)
Tin Plate Plant HF Hot Mills HF Shearsman HF Openers	)	C. Clark (HF 710)
Tin Plate Plant HF Cold Rolls HF Annealing HF Black Pickler	)	Joseph Plummer (HF 3387) Col.
Tin Plate Plant HF Tin House HF Assorting HF White Pickler	)	C. Sauers (HF 193)
Tin Plate Plant HF Machine (Elect) HF Carpenter HF Blacksmith & Labor	)	L. Nossett (HF 3538)
Sparrows Point Store Company	)	Allen S. Ensor

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CANADA

35121

November 4, 1918.

Management's Representatives Committee Assignments.

#1	Rules	W. S. Watson
	Ways & Means	T. W. Stingley
		R. B. Gerhardt
		L. F. Coffin
		J. H. K. Shannahan
#2	Safety & Prevention of Accidents	T. W. Stingley
		W. Graham Cole
	Practice, Methods & Economy	H. C. Lane
		J. Park Upp
	Employees Transportation	W. E. Underwood
#3	Wages, Piece Work, Bonus & Tonnage Schedules, Employment & Working Conditions, Housing, Domestic Economies & Living Conditions	M. J. Scammell
		Bradley Mettee
		C. L. Pennoch
		F. F. Lines
		H. I.Newlin
#4	Health & Works Sanitation, Education & Publications, Pensions & Relief, Athletics & Recreation, Continuous Employment & Condition of industry	Floyd Shaffer
		F. K. Binnix
		W. E. Underwood
		Edwin Barnhart
		W. Graham Cole
#5	General	M. J. Scammell
		A. T. Keller
		M. J. Jones
		F. F. Lines
		H. E. McDonnell

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November 4, 1918.

Employees Representatives Committee Assignments.

#1	Rules Ways & Means	Charles W. Symonds, Chairman Carroll Royston, Secretary Jesse C. Smith Herbert Mitchell L. Nossett.
#2	Safety & Prevention of Accidents Practice, Methods & Economy Employees Transportation	C. Sauers, Chairman Thomas J. Coyle, Secretary James F. Penn Aron Miller Frank E. Oberle
#3	Wages Piece Work, Bonus & Tonnage Schedules, Employment & Working Conditions Housing, Domestic Economies & Living Conditions	Horace S. Seipt, Chairman C. Elmer Hoppert, Secretary William E. Willett Herman Mattes Thomas MacAuliffe
#4	Health & Works Sanitation Education & Publications Pensions & Relief, Athletics & Recreation, Continuous Employment & Condition of Industry	Robert S. Kolb, Chairman Allen S. Ensor, Secretary Maurice C. Aton Harry Beaver Joseph Plummer
#5	General	Lee S. Charlton J. Gladfelter, Chairman Richard Drea, Secretary Grover C. Ruth C. Clarke

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Employees Representatives Meeting
Held at Sparrows Point Club
November 4, 1918.

All Representatives present except Mr. Beall and Mr. Penn.

Others present:

Mr. W. F. Roberts, General Manager,
Mr. M. J. Scammell, Ass't General Manager,
Mr. J. M. Larkin,
Mr. Francis Farwell,
Mr. P. W. Trueheart.

Meeting called to order by Mr. Trueheart stating purpose of meeting was to organize Committees a nd select Chairman and Secretary of Employees Representatives and the different Committees as outlined in pamphlet.

Mr. Roberts addressed meeting explaining general purpose of plan.

Mr. Trueheart called for nominations for Chairman and Secretary and Mr. J. Gladfelter was duly nominated and elected as Chairman, unanimously, and then assumed the chair.

Mr. Gladfelter called for nominations for Secretary and Mr. Richard Drea was duly nominated and unanimously elected.

The Secretary then called the roll and all responded present expect Mr. Beall and Mr. Penn.

Mr. Trueheart introduced Mr. Larkin who made an address explaining $n detail the operation of the plan and requested the Representatives to ask questions on any points which were not clear to them. A general discussion followed.

The Chairman proposed a plan to draw committee assignments by grouping and numbering Committees and placig corresponding numbers in a hat and for each Representative to draw a number to designate the Committeeon which he was to serve. This plan had the approval of all Representatives and a motion was duly made, seconded and carried unanimously adopting same. The Chairman and Secretary then prepared numbers and the drawing took place, the following assignments being drawn:

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#1	Rules Ways & Means	Charles W. Symonds Carroll Royston Jesse C. Smith Herbert Mitchell L. Nessett
#2	Safety & Prevention of Accidents Practice, Methods & Economy, Employees Transportation.	C. Sauers Thomas J. Coyle James F. Penn Aron Miller Frank E. Oberle
#3	Wages, Piece Work, Bonus and Tonnage Schedules Employment and Working Conditions Housing, Domestic Economies and Living Conditions	Horace S. Seipt C. Elmer Hoppert William E. Willett Herman Mattes Thomas McAuliffe
#4	Health and Works Sanitation, Education and Publications Pensions and Relief, Athletics and Recreation, Continuous Employment and Condition of Industry	Robert S. Kolb Allou S. Ensor Maurice C. Aton Harry Beaver Joseph Plummer
#5	General	Lee S. Charlton J. Gladfelter Richard Drea Grover C. Ruth C. Clark

Motion was then duly made and carried for each Committee to withdraw to a separate part of the room and elect Chairmen and Secretaries for the Respective Committees and the following results were then submitted to the meeting and approved:

#1	Rules Ways & Means	Charles W. Symonds, Chairman Carroll Reyston, Secretary.
#2	Safety & Prevention of Accidents Practice, Methods & Economy, Employees Transportation.	C. Sauers, Chairman Thomas J. Coyle, Secretary

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#3	Wages Piece Work Bonus and Tonnage Schedule Employment and Working Conditions Housing, Domestic Economies and Living Conditions	Horace S. Seipt Chairman C. Elmer Hoppert, Secretary.
#4	Health and Works Sanitation Education and Publications Pensions and Relief Athletics and Recreation, Continuous Employment and Condition of Industry	Robert S. Kolb, Chairman Allen S. Ensor, Secretary
#5	General	

Motion was made and carried calling meetings of the various Committees as follows:

#1 & #2, Wednesday, November 6, at 5 o'clock p.m.
#3 & #5 Thursday, November 7 " " " "
#4 Friday, November 8 " " " "

The meeting was then adjourned subject to call of the Chairman.

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Minutes of First Meeting of Committee #1
November 6, 1918.

The Committee was called to order by the Chairman, Mr. Symonds presiding.

The following members were present:

Mr. Symonds
Mr. Mitchell
Mr. Smith
Mr. Nossett
Mr. Royston

This being the initial meeting of the Committee on Rules, there was no unfinished business to take up.

New Business:

A suggestion was made and approved, that until such time as the Committee on Rules can formulate and have adopted a set of rules governing prodedure of the various Committees said Committees be governed in their deliberation and procedure by the pamphlet entitled "Representation of Employees in Plants of the Bethlehem Steel Corporation", also, that Chairman of various Committees conduct their prodeedings along the lines of parliamentayy law.

The question of appointing Mr. Arthur Beall, Representative from the Transportation Department, on one of the Committees was deferred until the Committee on Rules could ascertain whether Mr. Beall intended to serve as Representative from the Transportation Department.

The Committee asked Mr. Trueheart, the Management's Representative, for assistance in formulating rules. Mr. Trueheart and the members of the Committee suggested a number of points to be guided by, these suggestions being noted by the Secretary, a copy of them to be given to each member for his consideration so that some action can be taken at the next meeting of the Committee.

The Management's Representative, Mr. Trueheart, tendered the services of a clerk to any Committee having reports, minutes of meetings or any communication which it may require to be typewritten.

There being no other business before the Committee, it was adjourned to meet again November 11, 1918 at 3 p. m.

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Suggestions for Rules Committee - #1:

That all grievances that it is necessary to submit to a Committee for consideration shall be put in writing and signed by the person seeking redress. In cases where the grievance effects a Department of a number of employees, the grievance or petition shall be signed by a Committee representing the parties seeking redress.

If a vacancy should occur in any Department or Group that has one or more Representatives, at any time prior to sixty days before a regular election, the Chairman of the Committee on Rules shall appoint two members of the Rules Committee to conduct an election in said Department.

In case the unexpired term has not more than sixty days to run, the Committee on Rules will handle the business from that Department until the regular election, when a Representative will be elected.

Notice of elections shall be posted in all Departments ten days prior to the date of election.

In conducting an election, the Representative will choose one employee to act as teller, the Superintendent of Department one, and the two tellers will name a clerk.

It shall be the duty of each Chairman of the various Committees to see that the Chairman of the Employees Committee, the Chairman of the Management Committee, and the Secretary and himself have a copy of the minutes of each meeting.

In case a Representative is unanimously nominated by his Department, and no other employees are nominated, it shall be equivalent to election and he shall be declared elected.

Retiring one-half of the representatives at 2nd Election.

Draw up written outline of the way each Committee will function and time of meetings.

A future line-up of departments with the most satisfactory grouping.

The general operation of the plan of representation.

Method of procedure of the Committees inviting into Conference persons especially interested in any subject.

Approval for holding meetings.

How shall subjects to various Committees be routed?

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Minutes of First Meeting of Committee #2.
November 6, 1918.

C. Sauer, Chairman
T. J. Coyle, Secretary
Aron Miller
J. Penn
F. Oberle

A report at next meeting by each member on general condition of lighting situation, together with written memorandum of work accomplished to date.

Mr. Oberle to see Mr. Gerhart.

Mr. Coyle to see Mr. Robb regarding flash-lights operated by watchmen blinding man when crossing railroad tracks.

Mr. Sauer to report at next meeting result of interview with Mr. Pennock on toilets and wash-rooms.

Signal lights on end of shifters in Furnace Department.

Reckless driving of automobiles in the evening to be stopped.

Find out why poor people of Sparrows Point cannot get coke from dump.

Mr. Sauer to write letter asking why we cannot have free transportation as well as ship yard men.

Report covering transportation in general to be drawn up preparing for meeting with street car and railroad officials.

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Minutes of the First Meeting of Committee #3.
November 7, 1918.

The Committee was called to order by the Chairman, Mr. Seipt presiding.

Due to the fact that there was a holiday declared on account of the reported ending of the War, the Chairman entertained a motion to postpone the meeting to Monday, November 11, at 3 o'clock, which was unanimously adopted.

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Minutes of the First Meeting of Committee #5.
November 7, 1918.

The Committee was called to order by the Chairman, Mr. Gladfelter presiding.

Due to the fact that there was a holiday declared on account of the reported ending of the War, the Chairman entertained a motion to postpone the meeting to Monday, November 11, at 3 o'clock, which was unanimously adopted.

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35131

Tin Plate Plant
Bethlehem Steel.

Mr. Trueheart.

Dear Sir:

As representative of the Hot Mill Department of the Tin Plate Plant, the workers whom I represent have requested me to do my utmost to have the three week pay abolished. During our conversation last evening you intimated to Mr. Sauers (who represents the Tinning Department) and myself that you did not fully understand the three week payment problem; so I will try to explain it:

We are being paid at present on the nearest Saturday to the 15th and 30th or 31st of the month. That system sometimes compels us to wait three weeks for a two weeks pay, as in the present instance we were last paid on the 26th of October. Our next regular pay day falls on t the 16th of November, so you can readily see that we have to wait three weeks for the wages of two weeks. Another reason why we think that the three week pay should be abolished is that all other employees of the Bethlehem Steel Company at Sparrow's Point are being paid every week and we think that we too should be given some consideration. Furthermore, on October 26th on account of the Hot Mill Department being shut down for two weeks, the majority of us only drew four days wages, some did not even draw that much on account of sickness and their mills being shut down because of a shortage of men to fill the crews.

Therefore, Mr. Trueheart, as the Representative of the Management, we ask you to do your utmost to have the three week pay done away with altogether, and at once, so that we may be paid Saturday, November 9, instead of the 16th.

Trusting that you will do all in yourpower for us in this matter, I am,

Very truly yours,

Chas. S. Clarke (Sgd)

Representative
Hot Mill Department, Tin Plate Plant

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35132

November 8, 1918.

Mr. Charles S. Clarke (HF 710)
Employees Representative,
Tim Plate Plant.

Dear Sir:

Referring to your letter of November 5 relative to establishing a system of paying the employees at the Tim Plate Plant every two weeks, please be advised that such suggestion has had the approval of the Management, and the Accounting Department is instructed to work out a plan by which same can be put into operation.

It will probably not be possible to have the pay ready for the coming Saturday owing to the detail and figuring, but the plan will become operative as soon as the Accounting Department can accomplish same.

Yours very truly,

Management's Representative.

T/S

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35133



C. H. MORSE, MANAGER

The Brown Palace Hotel

ABSOLUTELY FIREPROOF

Denver, Colo.

November 17, 1918

Mr. J. M. Larkin,
Assistant to the President,
The Bethlehem Steel Corporation,
Bethlehem, Pa.

Dear Mr. Larkin:

Mr. King asks me to send a note of thanks to you for the generous supply of booklets descriptive of the Bethlehem plan of representation of employees, received in this morning's mail.

It is expected now that our work here will be completed within a fortnight; and that a return to the east will follow immediately afterwards.

Yours sincerely,

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Denver. Colo.
December 3, 1918

Mr. J. M. Larkin,
Assistant to the President,
The Bethlehem Steel Company,
Bethlehem, Pennsylvania.

Dear Mr. Larkin:

Please forgive me for not having sooner acknowledged your letter of the 14th ultimo, with which were enclosed particulars concerning the inauguration of the Industrial Representation Plan at several of the Bethlehem Steel Company's plants. I have been so busily engaged with work of investigation and conference here, that it is only to-day I have found opportunity to overtake correspondence which has fallen into arrears.

I am very grateful to you for the information which your letter has given me, and also for the printed copies of the plan, which you so kindly sent under separate cover. I am delighted to know that everything has fotten off to so good a start. I shall be glad to receive from time to time any further particulars which you feel at liberty to send, including the forms and reports of which your letter makes mention.

I am leaving Denver tonight, and expect to be at the Hotel Blackstone in Chicago on Thursday and Friday of this week. I may go on from there to the Youngstown Sheet and Tube Company, for Saturday, but will expect to be back in Ottawa some time next week. I may then take a run down to New York for a few days. On account of the turn political events have taken in Canada, in consequence of the cessation of hostilities in Europe, I am not quite decided in my own mind what it may be best to do as respects the trip I had contemplated making to England upon conclusion of my work here. I shall doubtless have plans definitely decided by Christmas, and in the event of deciding to go abroad will

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let you know. Meantime, until you hear further from me it may be as well to address correspondence to Ottawa, unless there should be something particular concerning which you might wish to communicate with me in the next few days. My present plan is to be in Chicago Thursday and Friday; in Youngstown Saturday; in Toronto, at the Ontario Club, Monday and possibly Tuesday; and then on to Ottawa.

With kind regards, Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers

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35136

Bethlehem Steel Company

J. M. LARKIN
ASSISTANT TO PRESIDENT

Bethlehem, Pa. December 17, 1918

IN REPLY REFER TO

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear Mr. King:-

I wish to thank you kindly for the complimentary copy of "Industry and Humanity" which I have just received, and I want to assure you that I shall read it with a great deal of interest. I can hardly wait for the opportunity to read what I am sure is a masterpiece.

I shall write you more fully after I have had an opportunity to read the book.

With kind regards, I am,

Very truly yours,

J. M. Larkin

lf Assistant to President,

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CLASS OF SERVICE DESIRED

Telegram	
Day Letter	
Night Message	
Night Letter	

Patrons should mark an X opposite the class of service desired: OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

35137 Form 1206

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

Brown Palace Hotel,
Denver, Colorado, November 11, 1918

Mr. P. C. Larkin,
11 Elm Avenue,
Toronto, Canada.

Greatly rejoicing with you all at restoration of Peace. Wish Gerald safe return.

W. L. Mackenzie King.

PREPAID
Room 829
Brown Palace Hotel

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POSTAL TELEGRAPH – COMMERCIAL CABLES

RECEIVED AT MAIN OFFICE
ERNEST A CRANMER BUILDING
920 17TH STREET
DENVER, COLO.
TELEPHONE: MAIN 4500

TELEGRAM

DELIVERED 5:38

504

The Postal Telegraph Cable Company (Incorporated) transmits and delivers this message subject to the terms and conditions printed on the back of this blank

This is a fast Day Telegram unless otherwise indicated by signal after the number of words:—"N. L." (Night Lettergram) or "Nite" (Night Telegram). 16—39970

296CHCJ 910P16NL

TORONTO ONT NOV 11 18

D L MACKENZIE

KING

DENVER COLO

MRS LARKIN JOINS WITH IN THANKING YOU WARMLY AND REJOICING WITH YOU IN RETURN OF PEACE.

P.C.LARKIN.

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POSTAL TELEGRAPH – COMMERCIAL CABLES

CLARENCE H. MACKAY, PRESIDENT

RECEIVED AT MAIN OFFICE
ERNEST & CRANMER BUILDING
920 17TH STREET
DENVER, COLO.
TELEPHONE: MAIN 4800

TELEGRAM

DELIVERED 1938

504

The Postal Telegraph Cable Company (Incorporated) transmits and delivers this message subject to the terms and conditions printed on the back of this blank

This is a fast Day Telegram unless otherwise indicated by signal after the number of words:—"N. L." (Night Lettergram) or "Nite" (Night Telegram). 18—39970

296CHCJ 91OP16NL

TORONTO ONT NOV 11 18

D L MACKENZIE
KING

DENVER COLO

MRS LARKIN JOINS WITH IN THANKING YOU WARMLY AND REJOICING WITH YOU IN RETURN OF PEACE.

P.C.LARKIN.

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WW1 - Canada's War Effort

35139

The Roxborough,
Ottawa, December 14, 1918

Mr. P. C. Larkin,
11 Elm Avenue,
Toronto, Ontario.

Dear Mr. Larkin:

I omitted to mention in our conversation at your house, the evening I spent in Toronto, that I had received the cutting from the "Star", enclosed with your card in an envelope which I received at the Ontario Club as I was leaving the Club to have dinner with Mrs. Larkin and yourself. Had you not expressed such a generous interest in the work I have recently been doing, and permitted me to speak of it at such length, I should probably not have failed to thank you at the time for the enclosure.

I read it through on the way up in the car, and found it full of information, much of which came as a real surprise. Emphasizing the circumstance that Canada's per capita war debt is lower than that of other countries should at least aid in reconciling our people in some measure to bearing cheerfully the heavy obligations which the War has imposed. Your letter is a true expression of your own high-minded and generous attitude on all public matters; and if your example in this particular were generally followed by the leaders of commerce and industry in this country, the work of reconstruction, onerous as it may prove, would be joyous as well.

I should again like to thank Mrs. Larkin and yourself for the very happy evening which I spent with you. Perhaps neither of you could know just how much real happiness the evening gave me. To be in Toronto and not have my own home to go to is an experience which I have not yet become wholly accustomed to, and Monday night last was one of the first nights I have been in Toronto since our home was broken up. Under the circumstances, the evening meant even more to me than it was possible for me to express at the time.

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I wish I were to be in Toronto while Sir Wilfrid is there next week; but I must get on to New York and Boston, to have conferences with one or two persons in those cities. I had dinner with Sir Wilfrid last night, and spent a very happy evening at his house. He is looking forward with real pleasure to his visit with you next week.

With kindest remembrances, Believe me,

Yours very sincerely,

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was killed in action on the same day.

CANADA'S PER CAPITA WAR DEBT IS LOWEST

P. C. Larkin Says Burden of Debt Will Decline as Wages Go Up.

To the Editor of The Star.

Dear Sir: On the eve of the Victory Loan I think that everyone, whether rich or poor, should make up his mind to do his share towards making it a success. We who have been privileged to stay at home, well-fed, warm and comfortable, secure and safe, should feel bound to offer some help towards winning the war, and every true Canadian citizen, man or woman, can and should lend to the Government so that our men abroad shall be fed, clothed and armed.

Quite aside from the impelling force of duty is the attractiveness of the security itself. In the first place, it yields nearly twice the interest one receives from a banking account, and as to security—it is guaranteed by every bank and article of value in the country whether it belongs to an individual, a municipality, a Province, or to the Dominion Government.

Then as to the ability of Canada to carry out her obligations. Some days ago I was looking over a pamphlet issued by the "National City Company" of New York, and, according to its figures, Germany's war loans per capita to date amount to $306, Great Britain's to $297, Austria's to $202, France's $171, Australia's $137, Hungary's $107, the United States $97, and Canada's $93. Indeed, Holland's mobilization loans alone amount to over $44 per capita. To be sure, the burdens on all countries will be heavy, but "in the kingdom of the blind the one-eyed man is king," and in this case Canadians will at worst be the "one-eyed man," because our war debt is considerably less than that of others, and our resources incalculably more per capita.

It will, I think, be reasonable to assume that Canada in the future will progress in population as the United States did from the time they possessed a population of seven millions. In that case it is fair to imply that in 25 years Canada will possess a population of fifteen millions, which would cut down our per capita debt by one-half. This is quite aside from the probability of our enemies paying our total war expenditure.

Capacity for Production.

Then as to our capacity for production. In 1900 Canada produced 56,000,000 bushels of wheat, in 1917 she produced 234,000,000 bushels, and only 10 per cent. of our arable land in the North-West is under cultivation.

Just as the relative value of money has for centuries been shrinking so will our debt as we pay interest and principal in produce. In the thirteenth century a bushel of wheat could be bought for seven pence, a cow for ten shillings and a sheep for shilling and six pence, while a la- wage was three pence per 1500 the price of an ox was shillings; that of a sheep d four pence, and the er, six pence a day. ur labor will con- value in their re- ake it that the rs will thus , because it ce to pay bt itself. ed in my dollars a uced by half nfallible sign oduce things to currency that it me, at the moment, per capita wealth of but in the case of the ns in 1912 this amounted to $2,000. It is fair then to assume at Canada's per capita wealth is a similar sum, in which case our total wealth amounts to about fifteen billions.

Duty to Subscribe.

In 1912 or 1913 the German Government, preparing for war, imposed a sur tax of one-tenth of each man's capital, which was made payable in three annual instalments, and there was no evidence, before the war, that this imposition materially disturbed the business of that country. Our total war debt to date does not amount to anything like one-tenth of Canada's capital, and I am convinced that in twenty years Canada's war debt will be as light a burden to Canadians as the Civil War debt was to Americans twenty years after their Civil War.

Therefore taking into consideration our duty to Canada, the great obligation we are under to the noble fellows who are fighting for us in France, and the fact that the security offered is the very best and safest in the world, it is the duty of every man and woman to subscribe as much as possible toward the Victory Loan. Any bank will purchase for you a bond of from $50 upwards on a payment of five per cent down on it and a promise that the balance will be paid off in six months. I am,

Yours sincerely,

P. C. LARKIN.

improvements for Welland

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CANADA

INDUSTRY AND HUMANITY ✓
SIR WILFRID LAURIER. ✓

CABLE ADDRESS.
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35142

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PITTSBURG, PA., BOSTON, MASS.,
CLEVELAND, O., CHICAGO, ILL.,
ST. LOUIS, MO., PHILADELPHIA, PA.,

32 Yonge St.
Toronto. December 19, 1918.

Dear Mr. King:-

I have just this moment received "INDUSTRY AND HUMANITY" with your very kind little note which I am attaching to it as a remembrance of the kind author. I will peruse it with great interest, as I am sure Mrs. Larkin will also.

Sir Wilfrid left for Ottawa this morning with the same even disposition that he is blessed with. Great hosts of people came to see him but it would be impossible to tell from his appearance or manner whether he went away heartened or otherwise. What a great blessing it is to have such a well balanced mind as his, seeing good in everything.

With kindest regards, I am,

Yours sincerely,

P. C. Larkin

to -

The Hon. W. L. Mackenzie King,
The 'Roxborough',
Ottawa, Ontario.

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The Roxborough,
Ottawa, July 24, 1918.

Mr. W. Jett Lauck,
Secretary, National War Labor Board,
Washington, D. C.

Dear Mr. Lauck:

Allow me to thank you for your letter of the 19th instant and the pamphlet which you have kindly enclosed with the same.

I am indeed much interested in the proceedings of the National War Labor Board, and copies of the decisions of the Board would be most welcome. In fact, I should receive with real appreciation any data you are in a position to let me have.

Thanking you in advance for any good offices you may be in a position to extend, I am,

Yours very truly,

W L MACKENZIE KING

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35144

REPRESENTING EMPLOYERS
LOYALL A. OSBORNE
C. E. MICHAEL
W. H. VAN DERVOORT
B. L. WORDEN
F. C. HOOD

WILLIAM H. TAFT FRANK P. WALSH
JOINT CHAIRMEN

W. JETT LAUCK, SECRETARY

REPRESENTING LABOR
FRANK J. HAYES
WILLIAM L. HUTCHESON
THOMAS J. SAVAGE
VICTOR A. OLANDER
T. A. RICKERT

NATIONAL WAR LABOR BOARD
WASHINGTON

July 27, 1918.

My dear Mr. King:

I shall be very glad to place your name upon our mailing list and am enclosing herewith a copy of the awards of the Board in the Waynesboro and Worthington Pump controversies.

Very truly yours,

W Jett Lauck

B:B Secretary

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Ontario, Canada.

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35145

The Roxborough,
Ottawa, August 3, 1918.

Mr. W. Jett Lauck,
Secretary, The National War Labor Board,
Washington, D. C.

My dear Mr. Lauck:

I thank you for sending me a copy of the awards of the National War Labor Board in the Waynesboro and Worthington Pump controversies, and for having my name placed on your mailing list for copies of subsequent decisions or other publications of the Board which may be available for distribution. I much appreciate your cordial co-operation.

Yours very truly,

W. L. MACKENZIE KING

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35146

REPRESENTING EMPLOYERS
LOYALL A. OSBORNE
C. E. MICHAEL
W. H. VAN DERVOORT
B. L. WORDEN
F. C. HOOD

WILLIAM H. TAFT FRANK P. WALSH
JOINT CHAIRMEN

W. JETT LAUCK, SECRETARY

REPRESENTING LABOR
FRANK J. HAYES
WILLIAM L. HUTCHESON
THOMAS J. SAVAGE
VICTOR A. OLANDER
T. A. RICKERT

NATIONAL WAR LABOR BOARD

WASHINGTON

August 26th, 1918.

Honorable W. L. Mackenzie King,
The Roxborough, Ottawa,
Ontario, Canada.

Dear Sir:-

I transmit herewith copies of such findings and awards of the National War Labor Board as have been received from the hands of the printer to date.

Your name has been placed on the mailing list to receive copies of all future awards.

Yours very truly,

W. Jett Lauck
Secretary.

EAH.

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The Roxborough,
Ottawa, January 4, 1918.

The Right Honourable Sir Wilfrid Laurier, G.C.M.G.,
House of Commons,
Ottawa.

Dear Sir Wilfrid:

I enclose a letter just received from Mr. Alex. D. Bruce, who was one of the candidates in Ontario in the last Provincial election. He is one of the best Liberals in Ontario, and rendered splendid service in the late campaign. I have thought you would be interested in reading what Mr. Bruce says in the paragraph of his letter which I have marked. I have written him asking if he could not send to you exact details of the incident of which the letter makes mention. It is simply astounding the number of these outrageous proceedings which each day is helping to bring to light.

I enclose also a page of the Newmarket "Era" which contains an account of a meeting at Newmarket which an effort was made to break up by soldiers sent from Toronto for the purpose. It may serve to give one or two of our Quebec friends an idea of the kind of efforts some of us sought to make in the way of conciliation against the campaign of racial and religious hate we were obliged to face.

Yours very sincerely,

W. L. MACKENZIE KING

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The Roxborough,
Ottawa, January 14, 1918.

The Right Honourable Sir Wilfrid Laurier, G.C.M.G.,
House of Commons,
Ottawa.

My dear Sir Wilfrid:

After telling you of the letter received by Mr. W. J. Knowles of Aurora from his son in France, I wrote Mr. Knowles telling him you would like, if possible, to have a copy of the letter, and asking if he would either send the letter or the extract from it of which he spoke, to you or to me.

He has very kindly sent the letter itself, and I am -- ✓ enclosing it herewith, together with Mr. Knowles' letter to me. I have indicated by red pencil marks the parts of both letters which are of interest to you.

I should feel personally obliged if you would send ✓ a brief line of acknowledgment and thanks to Mr. Knowles direct. I know he would deeply prize a letter over your own signature. He is one of the best citizens of North York, and his services to the Liberal Party are well worthy of a word of appreciation from you.

In writing Mr. Knowles, I mentioned that you would regard as confidential any matters which he wished so regarded. His reply makes no reference to this matter of confidence, and

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I am sure he would be agreeable to having you use his son's letter in any way that you may think best. If, however, you thought of giving names in Parliament, it might be as well to obtain his sanction in the first instance.

Is there not something very sad about the demoralization of the youth of our country, when their first experience of the franchise resolves itself into base deception of the high purpose they have at heart in their exercise of it? What faith are they likely to have left when they come to realize that those highest in authority are responsible for such flagrant and vicious violations of the rights of citizens to have the sanctity of the ballot and their own position as electors duly protected? Here is a letter from a boy in France to his mother in Canada, both of them for the first time in their lives have had the privilege of exercising the rights of electors. The mother must realize that her own son, who is ready to give his life for his country, has been deceived. What is she to write him in reply knowing, as she and her husband do, that the boy's only right was to vote in the constituency from which he came, and that both she and his father believed that the highest patriotism demanded their son's support of you? What is he to think of government and public men in the future?

I do not think too much can be made in Parliament of these aspects of the recent elections. The only hope for the future political morality of our country lies in a complete

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exposure of the shameful practices adopted to secure the return of the present administration, in the hope that the conscience of the nation will be found and touched.

Yours very sincerely,

W. L. MACKENZIE KING

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35151

Ottawa, January 15th, 1918.

My dear King,

I have yours of yesterday with the letter of our friend Knowles.

This letter I now return and I enclose copy of the note which I address him.

Ever yours sincerely,

Wilfrid Laurier

Hon. W.L.Mackenzie King

O t t a w a

W. L. Mackenzie King Papers

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35152

Ottawa, January 15th, 1918.

Dear Mr. Knowles,

Our friend Mackenzie King was kind enough to hand me a letter addressed by your son J.A.Knowles to his mother. It is the letter of a brave boy and you have every reason to be proud of him.

I am sorry that he did not take the view which I think was the right view in the last election, but it is evident from the content of his letter that the soldiers were not only misguided but positively deceived. He will realize it himself when he comes home.

I have taken the liberty of copying that part of the letter which is marked with red pencil, for use in the House, without mentioning his name, but this even I would not do unless you fully approved, and so informed me.

Believe me, dear Mr. Knowles,

Yours very sincerely,

Mr. W.J.Knowles

Aurora. Ont.

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35153

The Roxborough,
Ottawa, January 16, 1918.

The Right Honourable Sir Wilfrid Laurier, G.C.M.G.,
House of Commons,
Ottawa.

Dear Sir Wilfrid:

I have thought you would be interested in having a copy of the "Guide as to Qualifications of Voters on December 17", which I prepared and had distributed throughout the Riding of North York during the recent contest. This Guide contains a copy of a letter from the General Returning Officer, which gives his interpretation and rulings on sections of the Act which were pretty freely violated on election day. Sections 4 and 5 of Mr. O'Connor's letter are worthy of particular note in this connection.

I also enclose a copy of a letter addressed to the Soldiers Overseas. I sent out about seven hundred of these communications. I knew they would not reach the men until after the votes were polled, if indeed they would ever reach them. It seemed to me prudent, however, to expose the Government's unfairness as to the manner and time of taking the soldiers' vote, and also lay the foundation for further discussion after the return of the soldiers to Canada.

Yours very sincerely,

W. L. MACKENZIE KING

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35154

Ottawa, January 17th, 1918.

My dear King,

I have your favour enclosing your electoral documents. I notice particularly your address to the overseas soldiers.

I received from Preston this morning two more reports as to the manipulation of that vote in England and in France. It will unfold a very unsavoury tale when published.

Believe me ever

Yours very sincerely,

Wilfrid Laurier

Hon. W.L.Mackenzie King
O t t a w a

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35155

The Rozborough,
Ottawa, January 23, 1918.

The Right Honourable Sir Wilfrid Laurier, G.C.M.G.,
House of Commons,
Ottawa.

Dear Sir Wilfrid:

I enclose on a slip herewith the extract from a letter of Earl Grey's to which I referred in conversation on Saturday. The letter will be found quoted at page 130 of the little appreciation of Earl Grey by Harold Begbie. When I spoke of it to you, I think I referred to it as being in the introductory part of the book, but I find it was mistaken, and am sending this note just that you may have the exact reference.

It seems to me there is something singularly appropriate in the bearing of this quotation upon methods adopted in the recent contest, coming, as it does, from a former Governor General of Canada, and one who had the well-being of the British Empire so much at heart as Lord Grey had.

Yours very sincerely,

W. L. MACKENZIE KING

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35156

Extract from a letter written by the late Earl Grey, and quoted in Harold Begbie's book, "Albert, 4th Earl Grey: A Last Word", p. 130.

"The practice of tampering with the Ballot Boxes which is common in some parts of the U. S. showed its ugly head in Ontario last year. The offenders have escaped out of Canada, but it shall not be my fault if they are not caught and sent back here, and punished as heavily as the law will allow. This tampering with the sovereignty of the People is, if unpunished, worse than the assassination of a Monarch - for a Monarch can be replaced, but as soon as men lose faith in one another Anarchy comes knocking at the door."

COPY

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35157

The Roxborough,
Ottawa, February 6, 1916.

The Right Honourable Sir Wilfrid Laurier, G.C.M.G.,
House of Commons,
Ottawa.

My dear Sir Wilfrid:

-- I enclose a letter I have just received from Howard Cane, the President of the North York Reform Association.

You will notice it mentions that his own brother had no knowledge that I was a candidate in North York at the time his ballot was cast; also that one of the ladies in Newmarket had received word from her son that he had voted for a Nova Scotia constituency. I have written Cane asking him to secure, if possible, a copy of the son's letter to this lady, for your use in Parliament. I am sure Cane would have no objection to your making any use you may wish of the contents of the enclosed letter to me.

Yours very sincerely,

W. L. MACKENZIE KING

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35158

Ottawa, April 9th, 1918.

My dear King,

I am very glad indeed to accept your invitation. I will be at the Roxborough Friday night at 8 P.M.

I will be very interested in making the acquaintance of Mr. Rockefeller.

Ever yours sincerely,

Wilfrid Laurier

Hon. W.L.Mackenzie King

O t t a w a

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Liberal Organization - Ont ✓
Union Govt. of 1917 ✓

35158-4

Ottawa, April 13th, 1918.

My dear George,

I have looked over with care the resolutions adopted at your recent meeting for the organization of western Ontario Liberals. I approve every word, and I thank you and all your friends there present for the spirit there displayed and the thoughtful resolutions which they have adopted.

There is nothing to do now but to continue the good work, and push it on as actively and speedily as possible.

Here in the House, whilst it would not be advisable to embarass the government - and though they little deserve it - we are [illegible] strongly and surely.

Believe me ever

Yours very sincerely,

(Sgd) W. Lyon Mackenzie King

Mr. Geo.N.Gibbons
London. Ont.

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35159

House of Commons

OTTAWA

July 2nd, 1918.

Hon.W. L. Mackenzie King,
The Roxborough,
Ottawa, Ont.

My dear King,-

It has been decided to ask some five or six hundred of our most reliable friends of independent means throughout Canada to subscribe $100 a year from now until the next general elections are held, for the purpose of conducting our campaign of education in connection with the Central Liberal Information Office.

For this purpose I am writing to ask if you will kindly give me the names of any persons in your constituency or in any other constituency in your Province, to whom a personal appeal could be made.

I believe we have many friends throughout Canada who would be glad to subscribe this amount for a few years to carry on our work, and it is very necessary that the appeal should be made.

Hoping to receive an early reply, believe me,

Yours very truly,

Wilfrid Laurier

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35160

House of Commons

OTTAWA

Sept.5, 1918.

Private

Hon. W.L. MacKenzie King, C.M.G.

Roxborough Apartments,

Ot tawa, Ont.

My Dear King:

I am desirous of meeting in my office, in the Museum Building, at ten o'clock on the morning of Tuesday, September 17, the members of the various committees and sub-committees connected with the Dominion wide work of the Liberal Party.

As you are a member of one of these committees, I am very anxious for you to be present on this occasion. If at all possible, please come prepared to remain at least two days. I want to have a full and thorough discussion in regard to political matters generally.

Hoping to see you and with best regards.

Yours faithfully,

Wilfrid Laurier

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35161

Ottawa, September 12th, 1918.

My dear King,

I am in receipt of your letter of yesterday.

I hope that it will be possible for you to be at our meeting next Tuesday.

Ever yours sincerely,

Wilfrid Laurier

Honourable W.L.Mackenzie King

Kingsmere. P.Q.

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35162

Ottawa, 21st October, 1918.

My dear King,

I enclose a letter which I have just received from a new friend. He called on me when last I visited Toronto and told me that he parted forever with the Conservatives.

I would ask you to come and meet me to-morrow afternoon at my office, say about three o'clock. Bring back the letter to me. We will also confer as to the subject about which I spoke to you yesterday.

Believe me ever

Yours very sincerely,

Wilfrid Laurier

The Honourable W.L.Mackenzie King

O t t a w a. Ont.

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35163

Toronto, October 19th, 1918.

Sir Wilfrid Laurier,

Ottawa, Ont.

Dear Sir Wilfrid,-

Since my conversation with you a few days ago here in Toronto I have gone over the situation considerably and I am still quite convinced that Hon. Mckenzie King is the man to place in charge of organization and leadership of Ontario.

I hope and trust that you may be able to persuade him to take hold of this very important work because organization in this Province is absolutely necessary, and with organization success is bound to come.

I trust that you have returned home feeling that your visit to Toronto has been the means of bringing good results.

With best wishes for your success and continued good health, I am,

Most sincerely yours,

M. J. O'LEARY

COPY

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35164 Form 1206

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WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

Brown Palace Hotel,
Denver, Colorado, November 11, 1918

The Rt. Hon. Sir Wilfrid Laurier,
335 Laurier Avenue East,
Ottawa, Canada.

Am greatly rejoicing with you and Lady Laurier at triumph of Right and restoration of Peace.

W. L. Mackenzie King

PREPAID
Room 829
Brown Palace Hotel

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CANADA

POSTAL TELEGRAPH – COMMERCIAL CABLES

CLARENCE H. MACKAY, PRESIDENT

TELEGRAM

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NIGHT TELEGRAM	
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TIME FILED

SEND the following Telegram, subject to the terms on back hereof, which are hereby agreed to.

Form 2

Brown Palace Hotel,
Denver, November 20, 1918

Right Hon. Sir Wilfrid Laurier,
335 Laurier Avenue East,
Ottawa, Canada.

Hearty congratulations and best wishes on your birthday anniversary.

W. L. Mackenzie King.

PREPAID
Room 829
Brown Palace Hotel.

W. L. Mackenzie King Papers

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CANADA

POSTAL TELEGRAPH – COMMERCIAL CABLES

CLARENCE H. MACKAY, PRESIDENT

RECEIVED AT

TELEGRAM

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29dom 41op 10

Ottawa Ont Nov 22 18

Hon W L McKenzie King

Brown Palace Denver Colo

Heartiest thanks with sincere hope to see you here soon

Wilfrid Laurier

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CANADA

35167
Form 1206

CLASS OF SERVICE DESIRED	
Telegram	
Day Letter	
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Patrons should mark an X opposite the class of service desired: OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

Denver, Colorado, November 30, 1918

Rt. Hon. Sir Wilfrid Laurier,
335 Laurier Avenue East,
Ottawa, Canada.

I expect to leave Denver Monday next; to be at Hotel Blackstone, Chicago, Wednesday and Thursday; and Ontario Club, Toronto, at week-end; reaching Ottawa about tenth. If important to reach Ottawa earlier, would be pleased to hear from you by letter at Chicago. Have had great success in important work here.

W. L. Mackenzie King.

DAY LETTER
Prepaid
Room 829

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CANADA

35168

335 LAURIER AVENUE EAST,
OTTAWA.

Dec. 1, 1918,

My dear Skeey,

I have your telegram from Denver, & I hasten to send you a word of welcome to Chicago. In the first place, let me express to you my gratification at your success ~~at~~ in Colorado,

also to go to Toronto, at an early day, & I propose to be there Monday the 9th, when I trust I may be the guest of my friend Lucchio.

My only object in going to Toronto is to see & meet friends, & ascertain the development of public opinion.

If while in Toronto you do not hasten your return to Ottawa - we may meet there.

Ever yours sincerely
Wilfrid Laurier

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it is becoming
every day more
evident, that labour
problems will be
the problems of
reconstruction. Your
knowledge of and
theoretic questions, & the
close study which
you have made of
them, particularly
fit you for the
contests which are
now already looming
up, & it is in this
connection that I am
more anxious to meet
you.

There is no cause
for immediate hurry,
but never too early to
make preparations. As
you propose to remain
Toronto about the end
of the week, I would
like you to stay there
for a day or two. I have

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Brown Palace Hotel.
Denver.

December 1, 1918

The Right Honorable Sir Wilfrid Laurier, G.C.M.G.,
335 Laurier Avenue East,
Ottawa, Canada.

My dear Sir Wilfrid:

I expect to leave Denver on Tuesday night of this week, and to be at the Blackstone Hotel, Chicago, on Thursday and Friday, December 5 and 6. I have an engagement with the International Harvester Company in Chicago, but I doubt if the time it will occupy will run beyond a day or two. It is my intention, then, to go on to the Youngstown Sheet and Tube Company, at Youngstown, Ohio, with which Company I have been in conference recently respecting the introduction of a plan of industrial representation in its works. If matters go as I expect, I shall be in Toronto by Monday, December 9, and in Ottawa a day or two later. I am sending this itinerary just in case there may be reasons why I should hasten my return to Ottawa. If there are any such, I hope you will not hesitate to send me a wire, or to let me have a line addressed to the Hotel Blackstone, or in care of the Youngstown Sheet and Tube Company, Youngstown, Ohio. My address in Toronto will be the Ontario Club.

Mr. Rockefeller, Jr., is anxious to talk over with me the trip to England of which I told you. He is anticipating that I shall wish to leave for the Old Country at once, to spend the next few months in study of industrial conditions there. Not knowing just what the probable political developments in Canada may be, I have thought that, before finally arranging for passage, or, for that matter, before deciding definitely upon the trip itself, I should like to have another talk with you. For this reason, my present plan is to return to Ottawa before going on to New York. I shall make no plans of any kind until after the talk with you.

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I read with great interest the account of the London meeting and dinner. How I wish I might have had the pleasure of being with you on that occasion! The Liberals of Western Ontario appear to have made a fine start in their work of organization. It seems to me that in the work of reconstruction the Liberal party is pretty certain to come into its own. All that pertains to such work is certain to be congenial to Liberals, and it should be easy for the Party to have a policy which will make a strong appeal to the people, because so obviously in the national interest.

I have had very good success with the work done here for the Great Western Sugar Company. This concern has sixteen factories, over the states of Colorado, Montana, Wyoming, and Nebraska. In all of its factories, the Company intends to introduce the plan of representation which I have drafted in conference with its officers. In addition to that, the Company will start a department of industrial relations, which will be concerned with all matters that pertain to the well-being of its employees and the promotion and maintenance of just and harmonious relations within the industry. In what has been done here, I feel a very real contribution has been made to the work of industrial reconstruction in America.

With kind regards, Believe me, dear Sir Wilfrid,

Yours very sincerely,

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Form 1206

CLASS OF SERVICE DESIRED	
Telegram	
Day Letter	
Night Message	
Night Letter	

Patrons should mark an X opposite the class of service desired; OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

Chicago, December 5, 1918

Sir Wilfrid Laurier,
335 Laurier Avenue East,
Ottawa, Canada.

Your very kind letter received. Delighted meet you Toronto Monday.

W. L. Mackenzie King.

PREPAID

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The Blackstone Hotel,
Chicago, December 5, 1918

The Right Honourable Sir Wilfrid Laurier, G.C.M.G.,
335 Laurier Avenue East,
Ottawa, Canada.

My dear Sir Wilfrid:

I received, on arrival at Chicago this morning, your very kind letter, for which I thank you most cordially.

It will be a gory real pleasure to me to be in Toronto while you are there, and I am arranging my engagements so as to be in Toronto without fail on Monday next.

With kindest regards, Believe me,

Yours very sincerely,

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Encl 6

House of Commons

OTTAWA December 6th, 1918.

My dear King:

At a little meeting held in Montreal last week chiefly composed of the Members of Paliament for that district the Eastern Townships, and some other friends, a suggestion was made that we should demand an early session of Parliament.

It was felt that the representatives of the people ought to be called into consultation in connection with the plans for reconstruction, and that the people of Canada through their representatives should have an opportunity of demanding complete information as to what the Government is doing, or intends to do, both in regard to internal affairs and in regard to such consultations as the Prime Minister and other representatives of Canada may be having on the other side of the Atlantic. To this end a committee was appointed consisting of Sir Wilfrid Laurier, Hon. Sydney Fisher and the Chief Whip of the Liberal Party, Mr. J.A. Robb, with the view of ascertaining the opinion of the Party in each province. We therefore address you, and we would ask you whether, finding public opinion responsive, you would undertake steps to bring out such a demand on the part of the electorate. I need not say that any such demand, to be effective, must be popular in its character and based upon some plan for an expression of popular will.

If you approve of this idea will you please so state at once to Sir Wilfrid Laurier, and if the replies are generally in accord with the suggestion you will be notified and we would then ask you to proceed to take such steps as may seem best in y your judgement to elicit such expressions of opinion from the people, possibly by public meetings or by petition circulated.

Yours very sincerely,
Wilfrid Laurier
Sydney Fisher
Jas. A. Robb

Hon. W.L.Mackenzie King,
The Roxborough,
Ottawa, Ont.

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335 LAURIER AVENUE EAST,
OTTAWA.

Dec. 7. 1918.

my dear King,

As I told you in my last letter, it had been my intention to go to Toronto next monday. I have to put off my trip for me need. My secretary is absent on his wedding tour. I a good example for you I I find it more

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convenient to wait
until he can
accompany me. I
thought he would
be entitled under
the circumstances to
of course I cannot
deny him this
request.

So do not wait
for me at Toronto,
leave & see me as soon
as you can after,

Ever yours sincerely
Wilfrid Laurier

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THE LAWYERS CLUB
ONE HUNDRED AND FIFTEEN BROADWAY
NEW YORK CITY

April 5th, 1918.

W. L. Mackenzie King, Esq.,
The Roxborough, Ottowa.

Dear Sir:

Your letter of March 23d to Mr. R. G. Babbage, secretary of the Lawyers Club, after having been read before the Board of Governors, has been referred to me for reply.

The Governors were much interested in the subject of your letter, partly so, perhaps, for the reason that at a recent meeting they had adopted a resolution very similar in purpose to that stated by you. Under their resolution they created a permanant office of "HISTORIAN" to the Club, and paid me the honor of an appointment to that office.

The report of the Advisory Committee, which was adopted by the Governors, states, among other things:

"That it would be interesting and valuable to collect, so far as possible, into the control of the Club all existing data concerning its honorable history from the time of its foundation including menus, notices, and announcements of all kinds, photographs cuts and souvenirs generally".

"That the members of the Club of long stand-

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ONE HUNDRED AND FIFTEEN BROADWAY
NEW YORK CITY

ing be requested from time to time to forward to the Club descriptions of important functions, and also newspaper articles relative to same," &c.

I am now about to prepare a form of letter to be sent to all members of the Lawyers Club, and to some, perhaps, who have severed their membership, asking them to aid in the matter of restoring, as far as possible the lost archives of the Club, to the end that at some future time a complete history ought to be written.

You may not recall that the Lawyers Club when organized in 1883, was located in the Equitable Building, 120 Broadway, which was completely destroyed by fire about seven years since. The Club lost everything, including many priceless treasures, and many valuable books, as well as all its records, so that upon its reorganization and occupation of its present quarters at 115 Broadway it was compelled to begin again.

The Premier of Canada, as well as several of your highest Judges, have honored us with their presence, and are now honorary members of the Club.

We regard it is of the highest importance that the records and archives of every great Club should be carefully preserved and a consecutive record kept, in order that future members may have the

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THE LAWYERS CLUB
ONE HUNDRED AND FIFTEEN BROADWAY
NEW YORK CITY

advantage of learning all the good which has been accomplished by the Club in the past.

The Lawyers Club is not located in the residence section of the City, but is essentially a lunch Club, where busy lawyers may run in for their mid-day meal. We have no Library at present, nor have there been of late any literary or artistic features-save that during the Fall and Winter there have been Saturday afternoon functions in each month, at which men of prominence have addressed the Club on subjects of present interest.

The members of the War Committee of the Club have organized a "War Farms Corporation", by subscribing $25000, and have hired farms near the City which they have cultivated and have raised very large quantities of useful vegetables which they have sold and with the proceeds will hire and cultivate still greater areas.

No subscriber is to be allowed any profit on his investment; but, if at the end of the war there is any surplus after paying to stockholders the amount of their subscriptions, it will be distributed among worthy charities.

I am not sure that this letter will in any way aid the design of your Committee. I trust,

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W. L. McK. K.-4

however, that it will not be entirely devoid of interest, and shall be pleased to aid you at any time in the very laudable object of your Committee.

Very truly yours,

Ernest Hall

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The Roxborough,
Ottawa, April 10, 1918.

Mr. Ernest Hall,
The Lawyers' Club,
115 Broadway,
New York.

My dear Sir:

I have just received your kind and interesting letter of the 8th instant.

The Annual Meeting of the Rideau Club is scheduled for this afternoon. Knowing how much your letter will be appreciated by our Club members, I shall take the liberty of reading it at the time of introducing the resolution for the appointment of a committee on memorabilia.

The information contained in your letter is just what is wanted, and I thank you for it most cordially, and also for your kind offer to co-operate with the committee of our Club, should opportunity of lending aid in the development of the subject of our correspondence arise at any future time.

Yours very truly,

W. L. MACKENZIE KING

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Honourable Wm L. Mackenzie King -

Honourable Sir. King:-

I beg to return thanks for the splendid recommendation you have been so kind as to address the Superintendent of the Massachusetts Gen'l Hospital in my favour - The confidence that I may rationally feel in acknowledging receipt

of the eulogistic qualifications you have dictated is rendered all the more perplexing by my unworthiness of the same -

I have addressed your reference as requested - and although I confess to a surplus of the flattering expressions, as they will certainly help my cause! enclose them all, and will ever pray to be worthy of the honour you have granted me by your

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indulgent consideration

I am equally grateful for
your charming invitation to Kingsmere
where I hope to be able to enjoy
a few moments in your company.
Permit me the assurance of
my renewed respect and gratitude
and believe me,

Honorable Sir King,
Yours humbly,
Eugène LeCourt

332 Besserer,
Ottawa, 7-9-18.

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Honourable Wm. Mackenzie King

Honourable Sir:

I have the honour to solicit from your kindness a service, which, I beg assume, you will readily grant..

I have not altered my future plans - and more than ever I'm achieve my aim. It is necessary that some experience should be acquired in an American Hospital. I have therefore applied to the Massachusetts General Hospital, a highly recommended institution, distinguished for its special nursing advantages as well as the character of its scientific work - and my admission will, I hope, be accepted - should my qualifications and the high recommendations required from candidates be up to the standard of this

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highly spoken of Hospital.
May I ask Your Lordship, Dear Sir, for mentioning
Your name as one of the good hearted generously
gifted persons who will pay a kind word in
behalf of our Sale, I pray you believe, shall be
kindly grateful for the favor -
Hoping this liberty may not in any
way offend you, Honourable Sir,
I beg to remain with
Grateful thanks and respectful compliments
Yours humbly
Eugénie de Courcy.

337 Bessborough
Ottawa Ont 7-1-15.

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Sunday. 9th June, 1918

My dear W.L. King

I regret that as I have to be in Montreal on Friday evening, I must decline Jan Smuts' invitation to dine with Mr Rockefeller - whom I wonder have been so pleased to meet.

Yours very sincerely

Rodolphe Lemieux

Hon. W. L. Mackenzie King M.P.

Ottawa.

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Ottawa, Nov 3rd, 1918.

Dear Mr King,

I wish to express to you all my gratitude for the beautiful book you sent me, which I appreciated immensely, also for your kind words of sympathy. I am proud to think of my darling boy as one of the heroes who gave up every thing, and made the supreme

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sacrifice so willingly, for the defense of right and liberty - That, not out of ambition, but for a beautiful ideal - Yes my beloved boy the fight is ended, he has already received the palm of victory - God the most powerful of all the Generals, has called him in his prime, in the midst of

duty, to bestow on him the Eternal reward - So it is not his death I mourn, feeling assured he has found peace and happiness, but the terrible separation - Yet with faith that separation is so much lessened, Knowing that one day we will all be united again for ever -

With renewed thanks and kind remembrance,

Very sincerely yours,

Bertha J. Kenney -

Mrs Rodolphe

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W. L. MACKENZIE KING

Personal and
Strictly Private

The Roxborough,
Ottawa, January 2, 1918.

Mr. John Lewis,
The Toronto Daily Star,
Toronto, Ontario.

Dear Mr. Lewis:

Since you were in Ottawa the other day, Sir Wilfrid and other members of the committee under whose direction the Liberal Information Office is carried on, have been considering what course it is best to take towards the future publications of the Office. At present it is pretty well decided that the "Liberal Monthly" should be continued, but the "Liberal Weekly" and publications in the nature of special pamphlets, etc., discontinued.

A proposal has been put forward that, instead of the "Liberal Monthly", an entirely new publication should be started which would be in the nature of a high-class literary journal devoted to Canadian politics and public affairs as viewed from the Liberal standpoint, and that this publication should come out fortnightly instead of monthly, under some such designation as "The Canadian Fortnightly".

Having in mind what you said to me in conversation, I have taken the liberty of mentioning to the committee the possibility of your being willing to undertake the editorship of such a publication, and my purpose in writing you is to ascertain whether, if given opportunity to consider the matter, you would be agreeable to taking it under advisement.

The "Liberal Monthly" has at the present time a circulation of something like 60,000. The Office estimates that a fortnightly publication such as the one I suggested would be pretty certain of an immediate circulation of at least 40,000, which circulation could,with some slight effort on the part of a business manager, be rapidly increased. Mr. Goddard, who is Secretary of the Office, has shown good administrative capacity and business ability, and if the contemplated enterprise were proceeded with, the business end of it could well be left in his hands.

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The committee meets again tomorrow afternoon. Should you receive this letter in time, would you mind sending me a telegram indicating whether or not a proposal to give you sole control of such a journal would have any attractions for you; and if so, at about what salary you would be prepared to undertake the work. The financial management of the Office is one which is not without its embarrassments to the committee, and unfortunately the question of the salary to be paid the Editor is one of which account has to be taken in any new venture. I mention this, not with a view to restricting matters one way or the other, but simply that the committee may have from you some idea of the basis on which you would find it possible to negotiate should the proposition in other respects prove attractive.

I think I am right in saying that if an arrangement of the kind could be made with you, the publication would be just whatever you yourself were able to make it. It would be a journal devoted in part to current events, political happenings of interest, and to watching proceedings in Parliament and keeping before the public the Liberal attitude on all the questions of the day. In its other aspects, it would be in the nature of an educational journal illustrative of the influence of Liberalism in Canadian affairs in the past and its bearing upon present and future events. Something in the nature of a twelve-page publication is what has been spoken of; but if the proposition were attractive to you from any point of view, I know the committee would be glad to consider any suggestions you might wish to present.

Please regard this letter as in no way committing either you or members of the Liberal Information Office; but as a communication only of inquiry, to ascertain how far it might be to the mutual advantage of the committee and yourself to discuss the possible actual development of the projection of such a publication under your countrol. The wire I have suggested your sending is solely for the purpose of giving me something to go on should the matter come up at tomorrow afternoon's meeting. Your telegram need not more than indicate an attitude. I will understand what any of its references may mean, as you will naturally not wish to disclose in any message the subject under review.

Yours very sincerely,

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NEW YORK OFFICE:
C. H. EDDY CO., 1011 FIFTH AVENUE BUILDING

CHICAGO OFFICE:
C. H. EDDY CO., PEOPLE'S GAS BUILDING

BOSTON OFFICE:
C. H. EDDY CO., OLD SOUTH BUILDING

THE TORONTO DAILY STAR

THE TORONTO STAR WEEKLY

THE SUNDAY OR SEVENTH EDITION OF
THE DAILY STAR

JOSEPH E. ATKINSON, PRESIDENT

Jan 10. 1918

(JAN. 10, 1918)

Dear Mr King

It seems to me that it would be useful to give some currency to the idea expressed in the letter to the Weekly Sun. Too many women, especially, are disposed to regard this Government as a sort of divine institution. We have got rid of the idea of a monarch ruling by divine right, and have substituted responsible government by men who can be changed freely and turned out if they do wrong. We do not want any divinity to hedge about a government.

Yours Sincerely
John Lewis

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NEW YORK OFFICE:
C. H. EDDY CO., 1011 FIFTH AVENUE BUILDING

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THE TORONTO DAILY STAR

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Yours Sincerely
John Lewis

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Personal

The Roxborough,
Ottawa, January 14, 1918.

Mr. John Lewis,
The Toronto Daily Star,
Toronto, Ontario.

Dear Mr. Lewis:

I thank you for directing my attention to the letter to the "Weekly Sun", enclosed with your note of the 10th instant. I agree with you that the idea is one to which currency may well be given, and I am taking steps to pass it on to where its circulation is likely to be furthered.

In writing you of this, may I mention in confidence another matter. The committee in charge of the Liberal Information Office have been discussing the possibility of changing the "Liberal Monthly" into a "Canadian Fortnightly", and placing it in the hands of a competent editor, who could make it a journal of political events as viewed from the Liberal standpoint. Your name was naturally suggested as an editor, but it was felt by the committee that the position in which the Office finds itself was too precarious to think of tempting you away from some other connection with journalism which would be more certain in its tenure and possibly broader in its advantages for one of your political knowledge and literary abilities. Besides, the committee did not feel that it would be possible for the Office to offer a salary to you which would be at all worthy of the services you would be in a position to render.

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My purpose in telling you of this is simply to let you know that the matter has been under consideration, but is for the time being in abeyance. Should its features attract you in any way, there would be ample time during the next few weeks, and possibly months, to give them consideration. Meanwhile, the "Liberal Monthly" will be continued somewhat after the fashion in which it has been conducted of late, with the hope that at an opportune moment a change may be made along the lines I have indicated.

The "Liberal Monthly" has a circulation of something like 60,000. That circulation could be taken over by a new journal started along the lines I have indicated, or the "Liberal Monthly" itself might be made into a high-class political journal if the right man could be found to take charge of it. It may be that you may know of some available person who would be the right one for work of this kind. If so, I should be glad to pass on to the committee any suggestions you might have to make. The "Liberal Monthly" for some time past has had no editor, as perhaps you know. Most of the work in connection with it has been done by Mr. Goddard, with the assistance of some of the friends of the Party; but that is an arrangement which cannot continue indefinitely.

Please regard this matter as wholly confidential.

Yours very sincerely,

W. L. MACKENZIE KING

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Toronto January 17. 1918

Dear Mr King

I am much interested in your account of the new paper. It sounds very attractive to me, and I would endeavour to meet your views as to salary if anything reasonable could be done

However, assuming that this cannot be done, I will try to think of a few names. There is W. L. Smith, who does some work for the Weekly Sun and can be found at that address. Hackett has done editorial work for the Star, and is a very competent man and a sound Liberal Lindsay Crawford of the Globe might be approached, then you might try the editors of the London advertiser, St Thomas Journal and Quebec Telegraph. And the

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name that just occurs to me is R J Cromin PF
Cromin, whose address you could get from
Alex A H Beaton, Bamsle, Royal
Bank Building Toronto Beaton might
give you some of the names

My best wishes for the
success of the paper

Yours sincerely
John Lewis

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PERSONAL

The Roxborough,
Ottawa, January 17, 1918.

Mr. John Lewis,
The Toronto Daily Star,
Toronto, Ontario.

Dear Mr. Lewis:

I thank you for your letter of the 17th instant and the names it suggests. I shall be glad to communicate its contents to members of the committee in charge of the Liberal Information Office, and to write you further should circumstances appear to warrant it.

From my knowledge of actual conditions at the moment, I may frankly say that I doubt if anything will be done for some little time to come. The financial problem is the important one at the moment, and it does not admit of an easy or ready solution.

Yours sincerely,

W. L. MACKENZIE KING

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PERSONAL

The Roxborough,
Ottawa, January 21, 1918.

Mr. John Lewis,
C/o The Toronto Daily Star,
Toronto.

Dear Mr. Lewis:

At a meeting of the committee in charge of the Liberal Information Office at Mr. Fisher's house on Saturday afternoon, I acquainted its members with the contents of your letter.

It was suggested that I should write you again, and say that if you were agreeable to considering favorably the project outlined in my previous letter, and would be willing to write either Sir Wilfrid or myself confidentially as to the basis on which you would be willing to assume the editorship of the "Liberal Monthly" or a "Canadian Fortnightly", the committee would be glad to see if it were possible to guarantee an engagement on the terms you might suggest.

You understand, of course, that in any condition you might propose there would be nothing final one way or the other. At the moment, the committee is completely in the dark both as to ways and means, and as a consequence is much undecided as to the course it is wisest to take. Members of the committee believe, however, that if it were definitely known that your services were available, the project it would hope to consummate might be assisted by the knowledge that a political journal of the high class of which your editorship would be a guarantee, would be issued at Ottawa.

As mentioned in a previous letter, there is no need of any haste in the matter of a final decision, and the committee would be quite prepared to have from you a tentative proposal without regarding it as in the least committing you to a final acceptance, should other opportunities more attractive present themselves before a satisfactory arrangement could be definitely consummated.

Yours sincerely,

W. L. MACKENZIE KING

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supplemented. However, as I understand from you that the whole question is open, and we are now only trying to find a basis for discussion

Please use my house address in any further correspondence the Your last letter was opened by mistake at the office, and while I have no doubt that it was quite accidental, I do not want to take any chance of our plans being prematurely disclosed

Yours very Sincerely

John Lewis

JOHN LEWIS

2 V 37 Silver Birch Avenue
35198
Toronto January 26.'18

Dear Mr King

My delay in answering your letter of the 21st is due to my absence from the city

Just in order to open the discussion, I would propose a salary of $3500. I can quite understand that this would seem high for the comparatively light duties of a paper issued only once a fortnight, but there would be difficulty in finding any other employment by which a smaller income might be

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The Roxborough,
Ottawa, January 28, 1918.

Mr. John Lewis,
237 Silver Birch Avenue,
Toronto.

Dear Mr. Lewis:

I thank you for your letter just received.

It may be a few days before the committee of the Liberal Information Office has another meeting, when the question of the "Fortnightly" can be again discussed. Meanwhile, I shall acquaint Sir Wilfrid with the contents of your letter. I know that both he and any other members of the committee to whom it may seem advisable to mention the subject would appreciate the consideration you have shown in the figure mentioned. As you say, the whole question is open, and it is only to find a basis for discussion that the present inquiries and proposals are being made.

I am very sorry that my last letter to you should have been opened at the office. I intended to see that it was marked "Personal and Private", and thought it had been; but if it was not, the fault was mine, and I regret it exceedingly. I fully appreciated you would not wish to have anyone in the office aware that this matter was even being discussed.

With kind regards,

Yours very sincerely,

W. L. MACKENZIE KING

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PUBLIC ARCHIVES PUBLIQUES
CANADA

35199

The Roxborough,
Ottawa, January 28, 1918.

Mr. John Lewis,
237 Silver Birch Avenue,
Toronto.

Dear Mr. Lewis:

I thank you for your letter just received.

It may be a few days before the committee of the Liberal Information Office has another meeting, when the question of the "Fortnightly" can be again discussed. Meanwhile, I shall acquaint Sir Wilfrid with the contents of your letter. I know that both he and any other members of the committee to whom it may seem advisable to mention the subject would appreciate the consideration you have shown in the figure mentioned. As you say, the whole question is open, and it is only to find a basis for discussion that the present inquiries and proposals are being made.

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With kind regards,

Yours very sincerely,

W. L. MACKENZIE KING

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assert themselves the better. I have an article of this kind in view, which might be used even if our plans are not wholly carried out

This of course is only fragmentary, and any views I have might be developed in further correspondence or in personal interview

Yours Sincerely
John Lewis

237 Silver Birch Avenue
January 29. 1918

Dear Mr King

It occurs to me that my last letter was somewhat meagre, and that I might have been expected to outline the character of the paper according to my ideas

My notion is that it should be frankly partisan but not narrowly so. In fact I

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might cover the field of national and international policy much more broadly than the daily news paper, which is clogged up with a lot of local and trivial matter. It might take up the question of the terms of peace and the relations of the powers after the war. It would of course be strong for Canadian autonomy

3 35201

One thing that might be usefully done as soon as Parliament meets is to discuss the power and duty of Parliament and its relation to the Government The position is new and interesting, and the members of Parliament, especially the Liberal Unionists will be a little uncertain as to their position, and perhaps open to receive some guidance The more they are encouraged to

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35202

The Roxborough,
Ottawa, January 31, 1918.

Mr. John Lewis,
237 Silver Birch Avenue,
Toronto.

Dear Mr. Lewis:

I thank you for your letter just received.

What you outline will, I know, appeal strongly to members of our committee, and I certainly hope that the committee may be able to secure the guarantee which will permit of the project we have been discussing being gone on with.

Perhaps I should say that I see some difficulty in the way of any final decision being come to until Parliament meets, though the wisdom of an immediate decision is obvious. The question is one wholly of finance at the moment. The Office incurred extensive obligations during the recent campaign, and the immediate problem is to have the slate cleaned of all outstanding liabilities and the way definitely assured for future outlays. There has been some thought of awaiting the opening of Parliament to permit of conference with members and also the franking privilege, before taking all the steps that may be necessary. I mention this that you may know exactly how matters stand at the moment.

With kind regards,

Yours sincerely,

W. L. MACKENZIE KING

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CANADA

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35203

NEW YORK OFFICE:
CHAS. H EDDY, METROPOLITAN BUILDING

CHICAGO OFFICE
EDDY & VIRTUE, PEOPLE'S GAS BUILDING

BOSTON OFFICE:
C H. EDDY, OLD SOUTH BUILDING

THE TORONTO DAILY STAR

THE TORONTO STAR WEEKLY

THE SUNDAY OR SEVENTH EDITION OF
THE DAILY STAR

JOSEPH E. ATKINSON, PRESIDENT

February 1 . 1918

Dear Mr King I can assure you I had no intention of suggesting that the incident to which I referred was in any way attributable to any mistake of yours - but I wanted to guard against any mistake at this end

I would like to have a talk with you, not merely as to the project we have been discussing, but as to the general situation, and I wonder whether you would have any objection to a conference on some Sunday. This would enable me to visit Ottawa without

W. L. Mackenzie King Papers

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35204

any loss of time, but I know that many people have Sunday engagements from which I am a heretic am forbidden, and I don't want to put you to any inconvenience

Yours Sincerely

John Lewis

JOHN LEWIS

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CANADA

The Roxborough,
Ottawa, February 4, 1918.

Mr. John Lewis,
237 Silver Birch Avenue,
Toronto.

Dear Mr. Lewis:

Nothing would give me more pleasure than a visit from you any Sunday you may find it convenient to come to Ottawa.

Sunday next I have an evening engagement, and a week from Sunday I shall be in New York. But the Sundays following are as yet entirely free; and next Sunday will be free during the morning and afternoon, if you would prefer an early talk to one a little later on.

Please take whatever time is most convenient to yourself. As long as I know one or two days before your coming of the time you are likely to be here, I can easily arrange my engagements so as to have the day free. It will give me a very real pleasure to have the opportunity of spending its hours with you.

If I knew in advance of any persons whom you would like particularly to see, I could perhaps arrange to make sure of finding them at home, should you wish to call, or perhaps have one or two friends join us at a meal, if that would be preferable.

With kind regards,

Yours sincerely,

W. L. MACKENZIE KING

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35206

NEW YORK OFFICE:
C. H. EDDY CO., 1011 FIFTH AVENUE BUILDING

CHICAGO OFFICE:
C. H. EDDY CO., PEOPLE'S GAS BUILDING

BOSTON OFFICE:
C. H. EDDY CO., OLD SOUTH BUILDING

THE TORONTO DAILY STAR

THE TORONTO STAR WEEKLY

THE SUNDAY OR SEVENTH EDITION OF
THE DAILY STAR

JOSEPH E. ATKINSON, PRESIDENT

February 8. 1918

Dear Mr King

I ~~do~~ suppose you saw that Lindsay Crawford has made a strong Laurier speech in Montreal and resigned from the Globe. He would make a excellent editor for the publication you have in view, and the appointment might be helpful to him

I note what you say as to your Sundays, and will try to come down as soon as possible and convenient to you

Yours Sincerely

John Lewis

JOHN LEWIS

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35207

The Roxborough,
Ottawa, March 13, 1918.

Mr. John Lewis,
237 Silver Birch Avenue,
Toronto, Ontario.

Dear Mr. Lewis:

I hope you do not think I have been unmindful of our recent correspondence, or have ceased to anticipate the pleasure of seeing you in Ottawa on a convenient Sunday. My stay in the States was longer than I expected it would be, and it was not until Saturday of last week that I had opportunity of conferring with Sir Wilfrid and Mr. Fisher as to the present position of affairs with reference to the Liberal Information Office.

It has virtually been decided that, within the first or second week of the opening of Parliament, Sir Wilfrid will have a special caucus of his followers to consider ways and means of raising a fund for the support of the Office, so as to permit of the publication of a monthly or fortnightly journal under able editorship. If successful in devising a plan which would promise a good and sufficient guarantee, there is no question, I think, that the party would be glad to obtain your services, should they be available.

I mention the matter in this letter that you may have it in mind in deciding as to the particular Sunday which you think would best serve your purpose in visiting Ottawa. I expected to be engaged on Sunday, April 14th, and I may be away on Easter Sunday, but other Sundays I expect to be here. A telegram or a letter a day or two in advance would enable me to send you word in reply should I be unexpectedly called away. I shall look forward with real pleasure to your coming down at the time most convenient to yourself.

Yours very sincerely,

W. L. MACKENZIE KING

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35209

NEW YORK OFFICE:
C. H. EDDY CO., 1011 FIFTH AVENUE BUILDING

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BOSTON OFFICE:
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THE TORONTO DAILY STAR
THE TORONTO STAR WEEKLY
THE SUNDAY OR SEVENTH EDITION OF THE DAILY STAR

JOSEPH E. ATKINSON, PRESIDENT

March 14 1918

Dear Mr King

I have your letter of March

13. I would like to have a talk with you

over the situation, and the coming Session

(if) would do very well if that is not too short

a visit. As I shall not be leaving until

Saturday night, there will be plenty time to

let me know in case you are otherwise

engaged

Yours Sincerely
John Lewis
JOHN LEWIS

Hon W L Mackenzie King
Ottawa

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35209

FORM 2.

The Great North Western Telegraph Co.

OF CANADA

It is agreed between the sender of the following message and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of an unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate, and in that case it shall not be liable for damages beyond fifty times the amount received for sending and repeating.

Correctness in the transmission of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding 1000 miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, President. HEAD OFFICE: TORONTO. GEO. D. PERRY, General Manager.

DIRECT CONNECTION WITH WESTERN UNION TEL. CO. CABLE SERVICE TO ALL THE WORLD.

CUSTOMERS' TYPE-WRITER SLIPS.	SENT NO.	SENT BY.	REC'D BY.	TIME SENT.	TIME FILED.	CHECK.

Send the following message, subject to the above terms, which are hereby agreed to.

Ottawa, March 16, 1918.

Mr. John Lewis,
237 Silver Birch Avenue,
Toronto.

Very pleased you can come tomorrow
~~Tomorrow wholly convenient~~. Please come direct to Roxborough from train.

Mackenzie King.

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The Roxborough,
Ottawa, March 18, 1918.

Mr. John Lewis,
237 Silver Birch Avenue,
Toronto, Ontario.

Dear Mr. Lewis:

I enclose a note of introduction to Mr. Abraham Flexner for Miss Lewis and her sister, which I promised last night to let you have. It has given me much pleasure to write this note, and I hope that while they are in New York it may prove of some service in the connection in which it is being sent.

I must thank you again for giving me the pleasure of your company yesterday. I cannot tell you how much I enjoyed the talks we had together, and my only regret is that we should have been apart even for a few hours during the afternoon.

With kind remembrances, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

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The Roxborough,
Ottawa, March 18, 1918.

Mr. Abraham Flexner,
The General Education Board,
61 Broadway,
New York.

Dear Mr. Flexner:

This note will introduce to you Miss Lewis and Miss Alice Lewis, of Toronto. Both Miss Lewis and her sister are deeply interested in the subject of Education. Though I have notethe pleasure of knowing them personally, they are daughters of an old and much valued friend of mine, Mr. John Lewis, one of the editors of the Toronto "Star". Mr. Lewis is perhaps the best informed and most lucid writer in Canada on social, economic and political questions, and I have no doubt that his daughters are scarcely less interested than he in gaining a first-hand knowledge of the latest advances in educational method.

I am sending this note of introduction to Miss Lewis and her sister in the hope that it may afford them, if possible, opportunity of learning something of the progress made in the modern school proposed by the General Education Board a year or two ago. I should feel very grateful if through your kindness it would be possible to facilitate the wish of Miss Lewis

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and her sister to see the school and to be given opportunity of becoming acquainted at first hand with its important features.

With kind regards, Believe me,

Yours sincerely,

W. L. MACKENZIE KING

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35213

Toronto March 19, 1918

Dear Mr King I thought you might be
enclosed in the enclosed article and
might also like to ~~see~~ show it to your
Chinese & Japanese friends. You will
see that I made an indirect use of the
little exchange of compliments between the
two I had you told me

Yours sincerely
John Lewis

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35211

Toronto Daily Star

March 1918

Japan and China

Some light may be thrown upon the situation in Eastern Asia by considering the point of view of Japan. It is a country of small area, densely populated, progressive, highly organized for peace and war. Its neighbors are China and Russia—both countries of huge extent, Russia thinly populated, China with a population which is variously estimated at 270,000,000 and 400,000,000, the large margin of doubt being due to inadequate census returns. Take the lower figure, and we must perceive the possibilities of a country larger than Europe, rich in fertile land and minerals, and inhabited by a large and industrious population. There is evidence that China, more than any other country, is engaging the attention of Japanese statesmen.

Japan has been suspected of designs on this continent. Common sense would indicate that no matter how ambitious she may be she would hardly select as a field for expansion a country which is separated from her by the vast expanse of the Pacific Ocean, and in which the white races are firmly established. Her natural field of expansion is Asia. The principle which has been called continentalism, and is now sometimes referred to as regionalism, is sure to be a powerful factor in the development of Eastern Asia. China lies close to Japan, and it is in many respects a better field than Asiatic Russia. If Japan takes any part in the affairs of Russia it will be for the purpose of protecting the partnership of Japan and China, and defending it against German designs.

In a Japan number published by the New York Evening Post, it is said that the leader of the national party of Japan regards Chinese affairs as the most vital question in Japanese foreign relations. In an another article it is said that "China should be fully opened for development by western capital and skill, yet she should be protected from harmful exploitation." We may hope that Japan will be guided by the same ideas. Japan can obtain all the advantages she seeks without conquest. Conquest would arouse the suspicions of other nations, and tend to cement the white races into a defensive alliance. A working partnership would give no just cause of alarm to anybody, and would allow full scope for Japanese enterprise.

Each nation has something which the other has not. China has the territory and resources; Japan has the greater ambition and organizing ability. An educated Chinaman recognizes this fact, while priding himself on the traditions of his own country and its ancient civilization. A Japanese of the same stamp regards China with respect, and thinks his own education incomplete without a thorough study of its people, institutions, and history. The combination seems to be an ideal one. It is evidently a case where co-operation will produce far better results than conflict.

The white races have no reason to regard this partnership with jealousy. We have plenty of territory of our own for development and expansion, and there is no reason why we should regard with anything but sympathy and encouragement Chinese and Japanese aspirations in Asia. They may become our rivals in industry. What matter? The notion that one nation can injure another by producing food, clothing, and other necessaries of life is childish. Such industrial rivalry exists between Canada and the United States, between each and the United Kingdom, and it is found to be compatible with the most friendly relations.

From a military point of view a working arrangement between Japan and China need cause no uneasiness except to Germans, who are themselves the greatest menace to the other white races of the world. Such a working alliance would be an effective barrier to German designs on Eastern Asia. The hope of world statesmanship lies in the formation of a league of peace and order. With Japan and China on that side we could look forward to the future with confidence; while the people of those countries would satisfy their legitimate ambitions with the sympathy and support of the British nations, of the United States, of France, of Italy, and in fact of all well-disposed people of the white races.

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CANADA

35215

The Roxborough,
Ottawa, March 22, 1918.

Mr. John Lewis,
237 Silver Birch Avenue,
Toronto, Ontario.

Dear Mr. Lewis:

I am delighted with the article on the Japanese and Chinese which you have so kindly sent. I shall be glad indeed to show it to my friends, and to retain one copy as a souvenir of your visit and of the dinner of the night before.

With many thanks,

Yours very sincerely,

W. L. MACKENZIE KING

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EDITORIAL—

JAPAN AND CHINA—

Some light may be thrown upon the situation in Eastern Asia by considering the point of view of Japan. It is a country of small area, densely populated, progressive, highly organized for peace and war. Its neighbors are China and Russia—both countries of huge extent. Russia thinly populated, China with a population which is variously estimated at 270,000,000 and 400,000,000, the large margin of doubt being due to inadequate census returns. Take the lower figure, and we must perceive the possibilities of a country larger than Europe, rich in fertile land and minerals, and inhabited by a large and industrious population. There is evidence that China, more than any other country, is engaging the attention of Japanese statesmen.

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In a Japan number published by the New York Evening Post, it is said that the leader of the national party of Japan regards Chinese affairs as the most vital question in Japanese foreign relations. In an another article it is said that "China should be fully opened for development by western capital and skill, yet she should be protected from harmful exploitation." We may hope that Japan will be guided by the same ideas. Japan can obtain all the advantages she seeks without conquest. Conquest would arouse the suspicions of other nations, and tend to cement the white races into a defensive alliance. A working partnership would give no just cause of alarm to anybody, and would allow full scope for Japanese enterprise.

Each nation has something which the other has not. China has the territory and resources; Japan has the greater ambition and organizing ability. An educated Chinaman recognizes this fact, while priding himself on the traditions of his own country and its ancient civilization. A Japanese of the same stamp regards China with respect, and thinks his own education incomplete without a thorough study of its people, institutions, and history. The combination seems to be an ideal one. It is evidently a case where co-operation will produce far better results than conflict.

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From a military point of view a working arrangement between Japan and China need cause no uneasiness except to Germans, who are themselves the greatest menace to the other white races of the world. Such a working alliance would be an effective barrier to German designs on Eastern Asia. The hope of world statesmanship lies in the formation of a league of peace and order. With Japan and China on that side we could look forward to the future with confidence; while the people of those countries would satisfy their legitimate ambitions with the sympathy and support of the British nations, of the United States, of France, of Italy, and in fact of all well-disposed people of the white races.

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CANADA

35217

NEW YORK OFFICE:
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THE TORONTO DAILY STAR

THE TORONTO STAR WEEKLY

THE SUNDAY OR SEVENTH EDITION OF
THE DAILY STAR

JOSEPH E. ATKINSON, PRESIDENT

April 22. 1918

Dear Mr King I was sorry that
on account of your short stay - Toronto it
was impossible to do more than shake
hands. There is no harm in telling you that
your speech made - very favorable impression,
and the remarks of Mr Campbell and
others after you left were more
complimentary even than those you heard Mr
was an unusually large and representative
gathering

I was rather surprised by
the remarks of one professor, who, after
speaking to me privately and in very com-
plimentary terms, seemed to have heard of you
only as a politician and not as a student
of industrial questions Yours Sincerely
John Lewis

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35218

The Roxborough,
Ottawa, May 14, 1918.

Mr. John Lewis,
237 Silver Birch Avenue,
Toronto, Ontario.

Dear Mr. Lewis:

Your kind letter of the 22nd ultimo was received just as I was leaving for a short absence in the United States.

I regret that while away I had not an opportunity of acknowledging it, and thanking you for the comforting expressions it contained concerning my somewhat rambling remarks before the Canada First Club.

I was very sorry to have had only the one day in Toronto, and to have been deprived of the opportunity of conversation with yourself and other of my friends. I hope another opportunity may come in the near future.

With kind regards,

Yours very sincerely,

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35219

Ottawa, January 7, 1918.

Mr. W. D. Lighthall, K.C.,
Place d'Armes Square,
Montreal, Que.

Dear Mr. Lighthall:

You doubtless know something of the long struggle against adversity of our friend Wilfred Campbell, and will therefore not be surprised to know that Mrs. Campbell and those dependent on her, including four grandchildren, are left in circumstances which, to say the least, are distressing. It has been thought by some of Campbell's friends here, and doubtless the same idea will also have occurred to you, that, considering Campbell's contributions to British literature, the Government of Canada might well be called upon to make provision, in the way of a small pension, for his widow - this more especially as during all the time he was in the Service, Campbell contributed to a superannuation fund from which during his life-time he derived no benefit, and from which no benefit will accrue to his estate. Moreover, his salary until the last year or two of his life was shamefully inadequate for a man of his splendid attainments and who was rendering the national service in a large way which he was rendering through his verse and prose.

Knowing that no one will view more sympathetically than yourself the project of approaching the Government in this matter, I am writing to confer with you as to the best means of taking the necessary step. The suggestion has been made that such a request might come through the Royal Society better than from any other source, and that you, as President of the Society, would be the best person to head a delegation to wait on the Prime Minister and prefer the request. I need not say that this idea appeals very strongly to me, and that I should be glad to see the Government approached in this way in preference to any other. As President of the Society, you would know whether the members of its Council would be agreeable to action of the kind by the Executive on behalf of its members. It is important, I think, that the Government should be approached at once. The estimates are now being prepared for the approaching session, and if anything is to be hoped for it should find a place in the estimates to be presented to Parliament when it meets. I therefore imagine it will be necessary for the Executive of the Society to act, should you think it a proper step, rather than to wait for any gathering of members later on.

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Perhaps you would turn the matter over in your mind, and write me. I am gathering together a few facts as to Campbell's connection with the Civil Service, the salary received, the circumstances in which his family is left, and other matters which might be helpful to any memorial that might be prepared; but such memorial should also include a carefully prepared appreciation of Campbell's services through literature to Canada and the British Empire. I do not know anyone who would be better qualified than yourself, both through knowledge of his writings and intimate personal relations with Campbell himself, to do justice in the preparation of such an appreciation, and I believe it would be a pleasure to you to write such an appreciation in memory of a very dear friend.

Please let me know how you feel about this, and let me know if you feel it would be possible for you to come to Ottawa for the purpose, and what the earliest date is that you think you could be here as a member, and I trust, the head of a deputation to wait upon the Government.

I might say that I have a list of a number of Campbell's friends here who would be glad to join such a delegation. Should you feel there would be objections to the Royal Society taking it up, it would become necessary for us simply to form a deputation of Campbell's friends to see the Prime Minister, and of such a deputation you, of course, would be a member. But I have spoken to several of those who are most deeply interested in the success of any appeal that may be made, and they all agree that if the Government can be approached through the Executive of the Royal Society it would be better, as respects both the success of the project itself and what is befitting Campbell's memory.

Awaiting a reply at your early convenience, Believe me, dear Mr. Lighthall,

Yours very sincerely,

W. L. MACKENZIE KING

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35221

Cable Address. "Lightwood."

Lighthall & Harwood.
Barristers & Solicitors.

W.D. Lighthall, K.C.
C.A. Harwood, K.C.

502-503 Montreal Trust Building

Montreal Jan.8th.1918.

Hon.W.L. MacKenzie King,

The Roxborough,

Ottawa,Ont.

Dear Mr.King:-

I am exceedingly glad to receive your letter of the 7th suggesting a request to Government for a pension to Mrs Wilfrid Campbell. I had already been discussing with Duncan Campbell Scott what could be done for her, and would ask you to see him, as he could speak concerning the policy of the Society. I am heartily in favor of the Society leading in the matter, but possibly there may be some question of precedent. Even in that event, I think it would be a good precedent, although each case ought to stand on its own merits. But should it be deemed best for the Societyto stand apart, then I shall be just as willing to go with any delegation composed otherwise. Furthermore, I shall deem it a duty to compose a brief memorial of Campbell's services to Canada and the Empire. I shall try to attend any time you and Scott call me.

Faithfully yours.

W.D. Lighthall

P.S.- Perhaps the simplest thing to ask of the Government would be to appoint Mrs Campbell (who is a capable woman, trained as a teacher) to a position of some kind, as was done, I believe, for Mrs Archibald Lampman.

W.D.L.

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CANADA

The Roxborough,
Ottawa, January 14, 1918.

Mr. W. D. Lighthall, K.C.,
Place d'Armes Square,
Montreal, Que.

Dear Mr. Lighthall:

Many thanks for your letter of the 8th instant. Mr. Scott is heartily in accord with you, and thinks that there will be no difficulty in having the Council of the Royal Society take up the project we have discussed together. He is to let me know in a day or two what he is able to arrange. If possible, we should have any request presented to the Government some time this week, or at latest early next week.

I should not like to bring you to Ottawa especially for this one matter, but perhaps you have in mind being here in connection with other affairs in the near future. If so, would you let me know and I shall try to arrange with Scott and with the Premier's secretary for an interview at a convenient and definite hour.

Meanwhile if you have opportunity to compose a brief memorial of Campbell's services, which you have so cordially agreed to do, it would be embodied in the request being preferred and would, of course, be available for use in other connections as well.

I think the chances of obtaining a small pension or a money grant to Mrs. Campbell would be better than the chances of obtaining an appointment for her. She is over fifty-four years of age. Mrs. Lampman was much younger than that, and in some respects more suited to the Civil Service than Mrs. Campbell. Besides, Mrs. Campbell has assumed some of the care of the four grandchildren, the offspring of the unfortunate marriage between her daughter and Archie Gray. I imagine her services would be more required at home than anywhere else. However, if we do not succeed in the one direction, perhaps we could then try the other.

Yours very sincerely,

W. L. MACKENZIE KING

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35223

The Roxborough,
Ottawa, January 17, 1918.

Mr. W. D. Lighthall, K.C.,
Montreal Trust Building,
Montreal, Que.

Dear Mr. Lighthall:

I was glad to learn from Mr. Scott this morning that he had already forwarded to you the draft of a letter which it is proposed by the Council of the Royal Society to send to the Government on behalf of Mrs. Wilfred Campbell.

That you may have a copy of the private memorandum I am sending Mr. Scott with reference to the condition of Campbell's affairs, I am enclosing a copy of the memorandum herewith, together with the copy of the letter I have sent enclosing it to Mr. Scott. You will notice that I make mention, in my letter to Mr. Scott, of your intention to prepare something in the way of an appreciation of Campbell's services to literature, and suggest that this appreciation might appropriately find a place in a letter being sent by the Royal Society to the Government. If you think well of this, perhaps you would write Mr. Scott accordingly, or, what would be better still, embody in the draft letter he has sent you the appreciation you have thought of writing. I attach hereto, as of possible use to you in this or some other connection, a statement given me by Mr. Smith of the Archives with reference to Campbell's services there.

I think the idea of having a letter go direct from the Royal Society to the Government, in preferring the request for a pension, is a better idea than seeking to have the Government interviewed by a deputation of Campbell's friends. Their good offices can best be exercised in seeing individual members of the Government, and making sure of their support of the memorial when presented to Council.

I am glad to know that such favorable action has been taken and such good progress already made by the Royal Society in this matter.

With kind remembrances, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

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35224

THE ROYAL SOCIETY OF CANADA
OTTAWA

January 17th1918.

Hon.W.L.MacKenzie King
The Roxborough.
Ottawa,Ont.

Dear Mr.King:-

Any time next week will suit me, if convenient to those in Ottawa.

I am drawing up the Memorial - a brief one.

Faithfully yours.

W D Lighthall

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35225

THE ROYAL SOCIETY OF CANADA
OTTAWA

January 19th.1918.

Dear Mr.King,

I like very much your memorandum concerning Campbell which is based on the special facts affecting the pension. Both your memorandum and D.C.Scott's letter are more to that purpose than anything I could draw. My own memorandum is perhaps suitable as a first draft for the Royal Society Transactions. I enclose you a copy. I am extremely anxious that we succeed in obtaining the pension for Mrs Campbell.

Faithfully yours.

T. D. Lighthall

President.

Hon.W.L.MacKenzie King,
"The Roxborough"
Ottawa.

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35228

MEMOIR OF WILLIAM WILFRED CAMPBELL, LL.D. (Aberdeen)
F R.S.C.

.....

WILLIAM WILFRED CAMPBELL was born at Berlin, Ontario, im 1861. He died of pneumonia at his country residence near Ottawa on the January, 1918. He was one of that small band of true poets who rose soon after Confederation and first gave idealistic voice to the Dominion. Among them were John Reade, Archibald Lampman, Bliss Carman, Charles G.D.Roberts, Isabella Valancey Scott, Frederick George Scott and Duncan Campbell Scott. Dr.Campbell was always intensely in earnest, hated whatever he thought was trifling with the poetic art and was noted for his bardic fire and feeling. His best passages on poetic and patriotic subjects were strong and satisfying. Like all real seers his sense of beauty and of mystery sometime carried him very near perfection. He was at his best in his great poem "The Mother".

Son of an Anglican clergyman, the Reverend Thomas S.Campbell, related to the Argyle family he was thoroughly Highland in his devotion to the history of his clan; but he was proud also of descent through his mother from the artist Wright, who like Hoppner was one of the four leading successors of Sir Joshua Reynolds. Educated at Toronto University, he took Anglican orders in 1885 and was Rector of St Stephen.N.B. but r signed in 1891 for certain intellectual reasons. Soon afterwards he entered the Civil Service at Ottawa, and during the Great War filled a good post under the Imperial Munitions Board. Financially he always had a hard struggle in which he fought bravely for those dependant on him, and which constantly hampered

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his genius. He was happily married and had a son Major Basil Campbell at the front, and three daughters.

In 1889 he produced his first volume "Lake Lyrics" inspired by the scenery of the Great Lakes, which at once marked him as a skilful master of versification and possessor of a keen insight into the beautiful. In 1893 appeared a volume of poems entitled "The Dread Voyage". He now became a frequent contributor to the principal American and other magazines. In 1895, he published the verse tragedies "Mordred" and "Hildebrand"; in 1908 "Political Tragedies"; in 1899 another volume of poems, "Beyond the Hills of Dream"; in 1905 "The Collected Poems"; and in 1914 "Sagas of Vaster Britain", expressing his stirring passion for the British Empire. Some prose works and fugitive poems complete the list.

His genuineness, intense patriotism, strong, interesting personality and warm heart, endeared him greatly to his family and friends. His work was devoted to art in a high and reverent sense, the glory and history of the Empire deeply moved him and he was a faithful clansman to all causes in which he believed. He was elected to the Royal Society of Canada in 1893; was President of the English Literature Section in 1900; rendered long services as Secretary to the Section; in 1906 was a delegate of the Society to attend the quartercentenary of Aberdeen University, where he received the degree of L.L.D.; was a Member of the Literary Committee appointed to attend the Quebec Tercentenary in 1908; and was long one of the best known Fellows of the Society. Both in and out of it he had a large circle of literary and per-

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sonal friends, whom he entertained with an overflowing fund of historical and literary knowledge recollections of travel and many original theories. Hisnumberless contributions to the press on such subjects were read with interest by a large circle in Canada and Great Britain. Wilfred Campbell was one of those outstanding literary figures who brought credit to the Canadian ppople as being a nation not without ideals, and he permanently enriched our life with many an inspiring thought and line, helping to feed the fire which has blazed out so brightly in the Great War and promises to melt and remould our future.

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35229

The Roxborough,
Ottawa, January 21, 1918.

Mr. W. D. Lighthall, K.C.,
President, The Royal Society of Canada,
Montreal Trust Building,
Montreal.

Dear Mr. Lighthall:

I thank you for your kindness in letting me have a copy of your memoir of our friend Campbell.

It is, as you say, a little more than will be necessary for the communication to be sent the Government, but may very well find a place in the Royal Society Transactions, as well as elsewhere.

As yet, I have not had opportunity of seeing Scott's letter, but have no doubt that it has been carefully drafted having in view the specific object of securing the Government pension. From the conversation I had with Scott over the phone, I judged that his letter was very brief, and that it had been sent on to you as a draft that you might either approve of the form in which it was sent or supplement it by a paragraph or two of your own. It was in this latter connection that it seemed to me some such appreciative words as those contained in your memoir might well be included, but I had not thought of more than a paragraph or two in this connection.

At the moment of writing, I am laid up in the hospital with a bad arm, but as soon as I get out I shall again communicate with Scott, and if in the interval his letter has not already gone forward, we may perhaps have a chance of at once getting the material into final shape.

Yours very sincerely,

W. L. MACKENZIE KING

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35230

HOUGHTON MIFFLIN COMPANY

4 PARK STREET · BOSTON

August 27, 1918.

Dear Mr. King,

Please accept our thanks for your corrections of the circular proof for "Industry and Humanity."

I have taken up with our editorial department the question of the sub-title, and find that we all agree with you in preferring "A Study in the Principles" etc., to "of". We are therefore making a note to see that this correction is carried out.

Very truly yours,

HOUGHTON MIFFLIN COMPANY.

R.N. Linscott

W. L.Mackenzie King, Esq.,
Kingsmere,
Quebec, Canada.

RNL/T

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CANADA

35231

HOUGHTON MIFFLIN COMPANY

4 PARK STREET · BOSTON

August 21, 1918.

Dear Mr. King,

We believe you will be interested in the enclosed proof of the circular of your forthcoming book. If there are any changes you would like to have us make, we hope you will let us have them promptly. Also, if you care to furnish us with lists or suggestions for lists of people interested in this subject, we shall be very glad to have you do so.

We have of course our own lists that we shall use in the circularizing, but it often happens that an author is able to put us in the way of particularly valuable lists that would ordinarily escape our notice.

Very truly yours,

HOUGHTON MIFFLIN COMPANY.

R. N. Linscott

W. L. Mackenzie King, Esq.,
Kingsmere,
Quebec, Canada.

RNL/T - Enc.

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35232

HOUGHTON MIFFLIN COMPANY
4 PARK STREET · BOSTON

October 1, 1918.

Dear Mr. King,

You will be glad to see the enclosed advance (untrimmed) copy of the circular of your book. 25 more will follow in due course. If you care to have more than this for your personal use, please do not hesitate to let us know.

We should also be glad to have you send us at your convenience any lists or suggestions for lists that we can use in mailing the circulars from here.

Very truly yours,

HOUGHTON MIFFLIN COMPANY,

R. N. Linscott

W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

RNL/T

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35233

The Roxborough,
Ottawa, October 23, 1918

Mr. R. N. Linnott,
The Houghton Mifflin Company,
4 Park Street,
Boston, Massachusetts.

Dear Mr. Linnott.

I have delayed acknowledging the receipt of your kind letter of the 1st instant until I had approached the completion of the proofreading of my book. You are right in believing that the advance copy of the circular of the book, enclosed with your communication, would afford me much pleasure. I am greatly pleased with it, and should like to express to the Houghton Mifflin Company my thanks for the generous endorsation they have given the work.

The twenty-five additional copies which you mention as likely to follow in due course have not as yet been received. I shall take advantage of your kind offer to permit me to have additional copies for personal use, by requesting that 150 additional copies be sent me, if the same are available for distribution.

I shall write you in a day or two concerning lists or suggestions for lists which might be of use in mailing the circular from the Company's offices.

Yours very truly,

W. L. MACKENZIE KING

P.S. - Perhaps you would be so kind as to have 25 copies of the circular mailed to me in care of the Brown Palace Hotel, Denver, Colorado. I am leaving for Colorado almost immediately.

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35234

HOUGHTON MIFFLIN COMPANY
4 PARK STREET · BOSTON

October 26, 1918.

Dear Mr. King,

I have your letter of the 23rd, and am very glad to know that you like the little circular of your book. 25 copies are going to you at the Brown Palace Hotel, Denver, and 150 to Ottawa. If you find that more will be useful, please do not hesitate to call upon us.

Very truly yours,

H

W. L. MacKenzie King, Esq.,
Brown Palace Hotel,
Denver, Colorado.

RNL/T

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"INDUSTRY AND HUMANITY."

35235

HOUGHTON MIFFLIN COMPANY

4 PARK STREET · BOSTON

November 26, 1918.

Mr. W. L. Mackenzie King,
The Brown Palace Hotel,
Denver, Colo.

Dear Mr. King:-

Please accept our thanks for your letter of the 21st, with its various suggestions for publicity. We have taken up with our representative, the question of putting the book on sale at the Atlantic City convention and will report to you later in the matter. We have also written to Mr. Rice and are taking up the various other matters that you suggested. Information of this sort, that is of a direct assistance in stimulating the sale of the book is very greatly appreciated by us and we hope you will not hesitate to send along any further suggestions that may occur to you.

Yours very truly,

HOUGHTON MIFFLIN COMPANY

RNL/LHN

R.N. Linscott

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W. L. King - Personal

P35236

Imperial Realty Co. Limited.

OFFICE, THE ROXBOROUGH

Ottawa, Canada. 4th January, 1918.

The Hon. W.L.Mackenzie King,
The Roxborough,
Ottawa. Ont.

My dear King:-

I beg to confirm the arrangement, whereby I agreed to your giving up the extra room which you had, on the 1st of January, in place of giving us the full thirty days notice, to which we originally agreed.

With regard to my arrangement with you, regarding maid's service in your apartment, I beg to enclose copy of letter which I wrote you on the 12th of September last, in which I pointed out to you, that if you did not intend to use our maid, there would be no charge but if you required her services, the regular charge of $5.00 per month would have to stand. This is a very low charge and I think, a reasonable one.

I would point out to you also, that I only raised your rental $10.00 per month, as you had been such a satisfactory tenant and for so long, but had a new tenant taken your apartment, the rate would have been as has obtained for apartments such as yours, and which is $85.00 per month, unfurnished. I merely mention this in order to show you that we are not charging you the full rate of rental. Under the circumstances, if you have used the maid within the last two months, I think the charge of $5.00 per month should stand. Trusting that this willbe satisfactory, we are,

Yours very truly,
IMPERIAL REALTY COMPANY LTD.

E. Linton

Secy. Treasurer.

EL/KCB

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35237

Mr Linton - Personal

The Roxborough,
Ottawa, January 8, 1918.

Mr. E. Linton,
Secretary-Treasurer, The Imperial Realty Company,
Ottawa.

My dear Linton:

I have received your letter of the 4th instant, enclosing copy of your letter to me of the 12th of September last. You say, with reference to the latter letter, that in it you pointed out that if I did not intend to use the maid there would be no charge, but that if I required her services the regular charge of $5.00 per month would have to stand. If you refer to the letter, you will see that evidently you have misunderstood its tenor. What you say in the letter of the 12th of September is that the charge of $2.50 per month for laundry "will have to stand", but regarding the question of the maid you mention that you will take that up in discussion.

It was this letter of the 12th of September which I had with me at the time we discussed together the renewal of my lease. I pointed out then, what I had pointed out in the letter I wrote with reference to its renewal, that at the time a renewal was spoken of, you had made mention only of an increased rental of $10.00, which, had the renewal been signed at the time the letter was sent, would have included both the laundry charge and the maid charge, as had been done in the renewals of previous years. I pointed out that it hardly seemed fair when I was about to renew to add a charge of $2.50 for the laundry and a charge of $5.00 for the maid, the two charges making the renewal increase an increase in reality of $17.50 instead of $10.00.

You may remember that I said I would gladly relieve the Roxborough of the laundry and meet the expense myself, but you pointed out that there were obvious considerations which made it more satisfactory to have the laundry done by the Roxborough, and that you would like this item to stand. In regard to the maid, however, I think you will agree that

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this charge was left in such a way as to lead me to understand that I would not be asked to meet anything on that score. I explained that with the nurse and servant I had caring for my mother, there would be, so long as she lived, only the front room and the hall for the maid to attend to, and that the nurse and servant would look after the bed-room and her laundry, and the small front room. I pointed out, also, that when I had the apartment to myself I had in the past been absent from it a good part of each year, and was likely to be absent in a similar manner in the future should I again be alone. Under these circumstances it was agreed in our conversation that the charge of $2.50 should remain for the laundry, but I certainly understood that as regards the maid, her services, on the grounds mentioned, should be continued as they were under previous leases, without additional charge. Unless you are prepared to say that I am wrong in this, and that the additional charge of $5.00 is a condition of my lease as renewed, I do not think I should be called upon to meet it.

I might add that as respects any of the maids who have had to do with my apartment, and particularly with any maid who had to do with the apartment during my mother's illness, I have always taken care to see that no services passed unacknowledged in a way which would leave no cause for question as to any work performed.

Yours very truly,

WLMK,

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35239

8th Jan 1918

My dear King

Thank you for
your sincere note of
sympathy for the loss
of my sister.
It is a comfort + helps
soften the blow to know
that our friends are
sorrowing with us, in
this our time of trouble.

Yours sincerely.
Mackenzie King

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35240

Imperial Realty Co. Limited.

OFFICE, THE ROXBOROUGH

Ottawa, Canada. 7th August, 1918.

The Hon. W. L. MacKenzie King,
The Roxborough,
Ottawa.

Dear Sir:-

Enclosed please find lease for your apartment, renewing your present lease which expires on the 1st of October.

You will notice that we have increased the rental from seventy five to eighty five dollars per month and trust this will be satisfactory to you.

Will you kindly complete this lease and return to me as soon as possible. Thanking you in anticipation, we are,

Yours very truly,

IMPERIAL REALTY COMPANY LTD.

Secy. Treas.

EL/KCB

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35241

Imperial Realty Co. Limited.

OFFICE, THE ROXBOROUGH

Ottawa, Canada. August 15th, 1918. 191

The Hon. W. L. Mackenzie King,
Apartment No. 63,
The Roxborough, Apts.,
Ottawa, Ont.

Dear Sir:-

We wrote you on the 7th, inst., enclosing lease for apartment No. 63, for one year from the first of October. We would esteem it a favour if you would kindly sign same and return to us as soon as possible.

Thanking you in anticipation, we are,

Yours very truly,

IMPERIAL REALTY COMPANY LIMITED,

E. Linton

SECY-TREASURER.

MAH.

Lease handed to Mr. Linton, August 22, 1918

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35242

Imperial Realty Co. Limited.

OFFICE, THE ROXBOROUGH

Ottawa, Canada. 12th September, 1916.

C O P Y.

The Hon.W.L.Mackenzie King,
The Roxborough,
Ottawa. Ont.

My dear King:-

I am in receipt of your favour of the 10th inst., with reference to the renewal of your lease on the 1st of October, on the basis of $10.00 increase and I now beg to enclose new lease for your signature.

In so far as the supply of linen and laundry is concerned, we are only charging about what it cost us to have the laundry done. We are not providing anything for the wear and tear and I think this charge of $2.50 per month is a very fair one and will have to stand.

Regarding the question of the maid, if you are using your own maid or maids, we, of course, will not make any charge but this matter I will discuss with you when I see you towards the end of the week.

Trusting that this will be satisfactory, I remain,

Yours very truly,

IMPERIAL REALTY COMPANY LTD.

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Mr King - Personal

035243

The Roxborough,
Ottawa, October 27, 1918

Mr. Ernest Linton,
The Imperial Realty Company,
Ottawa.

My dear Linton:

I am very much obliged to you for your kindness in saying that you will see to the papering of my rooms during my absence. I am leaving on a side desk in my room a roll of paper at 40 cents, which I should like to have put on the bed-room. I also leave the $1.00 roll, which is for the small front room. It is understood, with reference to the latter, that I am to make good the difference between the cost of this paper and payment at the rate of 50 cents a roll for the paper used. The papers were secured from Duford's.

As for the large front room, please be sure to see, as promised, that a paper identical with that on the wall at the present time is put on. I should much rather keep this paper, soiled and all as it is, than have something different. It would be a great disappointment to me if I came back and found a paper I did not care for, inasmuch as I have to live with it from day to day. I shall count on your seeing that the same paper is secured.

I am not so sure that the ceilings require papering. If you think they do, please be sure to see that a cold white is not put on; but something with a creamy tinge. I should prefer a perfectly plain paper to the watery effect.

You will not forget either your promise to see that the floors are done over, and also the coils. Perhaps you would give instructions for a thorough renovating of the rooms in all particulars.

Thanking you for your trouble in this connection,
Believe me,

Yours very sincerely,

WLMK.

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35244

The Roxborough,
Ottawa, November 1, 1917.

Mr. Ernest Linton,
The Imperial Realty Company,
The Roxborough,
Ottawa.

My dear Linton:

I enclose cheque for the attached account, less the item for 'Maid' which has been charged on the bill. Evidently there has been an oversight in this connection, as I think the understanding between us was quite clear on the point that, considering arrangements as I have them, no charge would be made for the maid's services.

Yours sincerely,

W. L. MACKENZIE KING

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35245

The Roxborough,
Ottawa, December 13, 1918

Mr. Ernest Linton,
The Imperial Realty Company,
Ottawa.

My dear Linton:

I returned to Ottawa this morning, and am simply heartbroken with the change that has been made in my front room.

You will remember that before going away I told you, over the phone, of my feelings about the paper that was on the wall at the time, and how much I would prefer to keep the paper, soiled and all as it was, to having a change made, unless the identical paper could be secured, or something closely approaching it. So strongly did I feel on this point that the last letter I wrote before going away was one sent you on October 27th, which contains the following paragraphs:

> "As for the large front room, please be sure to see, as promised, that a paper identical with that on the wall at the present time is put on. I should much rather keep this paper, soiled and all as it is, than have something different. It would be a great disappointment to me if I came back and found a paper I did not care for, inasmuch as I have to live with it from day to day. I shall count on your seeing that the same paper is secured.
>
> "I am not so sure that the ceilings require papering. If you think they do, please be sure to see that a cold white is not put on; but something with a creamy tinge. I should prefer a perfectly plain paper to the watery effect."

You will notice from these paragraphs that, apart from not desiring a change in any essential particular, I was particularly anxious to avoid, even on the ceilings, a cold white and a watery effect. The paper that has been put on the front room is both a cold white and of a watery effect, though the ceiling is of the creamy tinge which I requested.

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The effect of the cream on the ceiling is only to throw into colder relief than ever, the white walls. In addition, the paper that has been selected is one of narrow strips, something that I particularly abhor. There is not a picture in the room the tones of which are not destroyed by the glare of the white paper, and the contrast of the walls with their frames, all of which are of old gold or russet hue, to avoid the very thing which comes through a glare.

It is simply hopeless for me to try to reconcile myself to this change. I should never be happy with this paper around about me; and as most of my time is spent in the front room, both my mood and thought would suffer from day to day were I obliged to endure a series of contrasts that I find so distasteful.

I must ask you to assist me in having the paper changed just as soon as may be possible. If you can arrange to have someone begin on the work to-day, I shall be happy grateful; for it is useless for me to try to settle down to normal work with the keen disappointment which I experience every time I look at the walls. I expect to spend the Christmas season alone in my apartments, and have been looking forward to enjoying the sacred memories of a year ago amid associations which are very precious. If it is not possible to have the work done at once, I shall arrange to spend my Christmas vacation elsewhere, for I should feel most unhappy here. Whatever you can do toward helping me in this matter I shall greatly appreciate.

I do not know whether you will feel that, inasmuch as I was careful to express my wishes, not only to you personally, but also in writing, the change that may be necessary should be made by the Imperial Realty Company, which is wholly responsible for the alterations. I am sure if you are in doubt about the matter, and refer it to Colonel Woods, he will appreciate my feelings as regards the effect of certain kinds of paper upon paintings, and will realize why I felt it desirable to take no chance about a false step. If you feel, notwithstanding that the changes made have been directly in opposition to the written request I made before leaving, that my wishes are not entitled to further consideration, I shall, of course, be obliged to have the room repapered at my own expense. I can hardly believe that the Company will view the matter in this light; but if it should, I would ask that permission be granted me to make the change immediately.

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I am extremely sorry to have to trouble you further in this matter; but it was to avoid just this very happening that I communicated with you, both by phone and letter, and I spoke to Payne as well and especially requested him to mention to you how keenly I felt about no change being made which would involve an alteration in the color tone of the paper already on the wall. Payne promised me that he would speak of this, and I have no doubt he carried out the promise made.

Yours sincerely,

WLMK

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35248

Imperial Realty Co. Limited.

OFFICE, THE ROXBOROUGH

Ottawa, Canada. 19th, December, 1918. 191

Honorable W. L. M. King,

The Roxborough Apts.,

Ottawa, Ont.

My dear King,-

I have been away in Winnipeg, and have just returned to find your letter awaiting me. I am extremely sorry that you are not satisfied, as I was particularly anxious to have your rooms nice, and went to a great deal of trouble about them. I really thought we had succeeded in making your apartment nice. From our point of view, it of course, would have been much cheaper to have left the old paper on, but I did not feel this was fair to you.

Yours truly,

IMPERIAL REALTY COMPANY LIMITED,

E. Linton

Secy. Treasurer.

ERNEST LINTON.

EL/MAH.

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CANADA

it but am looking
forward with interest
to doing so as it must
Contain matter which
will be a great help
to large employers of labour.
Trusting that you may
enjoy a prosperous &
happy New Year I remain
Yours sincerely
Ernest Lapointe

35249

WOODS MANUFACTURING CO. LIMITED
OTTAWA, CANADA

OFFICE OF THE ASSISTANT TO THE PRESIDENT

31st. Dec 1918

My dear King

I received a copy of
your book when I
returned from the west
& appreciate very much
the Compliment the author
has paid me by sending
a signed copy. I have
not had time yet to read

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35250

2b

Downing Street

14th August, 1918.

My dear Prime Minister,

I have received your letter of the 2nd instant in which you ask that Sir G. Perley shall be supplied regularly with copies of despatches addressed by the Secretary of State for the Colonies to the Governor General and of telegrams passing between the Secretary of State for the Colonies and the Dominion Government. Sir G. Perley is already furnished with copies of all such papers as appear to interest him as High Commissioner for Canada but in deference to your request, I have given standing instructions to revert to the arrangement made in 1915 and to forward to him in future copies of all the communications to which you refer except such as are of a confidential or secret nature. While it does not follow that the confidential or secret correspondence will not be communicated to the High Commissioner, you will understand that I must continue to reserve my discretion with regard to them.

Sincerely yours,

(Signed) WALTER H. LONG

The Right Honourable

Sir R. L. Borden, G.C.M.G.

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1

Copy.

35251

2

Canada

CONFIDENTIAL

Downing Street,

22 August, 1918.

My Lord Duke,

Sir.R.L.Borden 2nd August.

Mr. Long 14th August.

With reference to my despatch, Confidential 2, of the 7th May, regarding the desire of the High Commissioner for Canada to receive copies of correspondence between the Secretary of State for the Colonies and the Governor General of Canada, I have the honour to transmit to Your Excellency copies of a letter on the subject which I have received from Sir R. L. Borden and of my reply from which you will see that I have agreed to furnish Sir G. Perley in future with copies of all despatches addressed by the Secretary of State to the Governor General and of telegrams passing between the Secretary of State and the Dominion Government, such as are not of a confidential or secret nature.

I have the honour to be,

My Lord Duke,

Your Grace's most obedient,

humble servant.

(Signed (WALTER H. LONG.

Governor General
His Excellency
The Duke of Devonshire, K.G., G.C.M.G., G.C.V.O.,
etc., etc.

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230.

35252

1.

COPY

CANADA

Confidential (2)

DOWNING STREET,

7th May, 1918.

My Lord Duke,

With reference to my telegram Private and Personal of the 30th of April, I have the honour to transmit to Your Excellency, for your information, the accompanying copy of a letter which has been addressed to the High Commissioner for Canada, on the subject of his request to be furnished with copies of despatches passing between the Secretary of State and the Governor General.

30. April, 1918.

I have the honour to be,

My Lord Duke,

Your Grace's most obedient,

humble Servant,

(Signed) WALTER H. LONG.

GOVERNOR GENERAL

HIS EXCELLENCY

THE DUKE OF DEVONSHIRE, K.G., G.C.M.G., G.C.V.O.,

&c., &c., &c.

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35253

a
1

Downing Street,

30 April, 1918.

My dear Sir George,

I have carefully considered the suggestion which you made to me the other day as to resuming the practice of sending to you copies of despatches passing between the Secretary of State and the Governor-General of Canada.

I have examined our departmental records and I find that the question was raised by you in a letter dated 30th August, 1915, when with Sir R.Borden's approval you asked that the High Commissioner might be "furnished in regular course with copies of all letters addressed by the Colonial Office to the Canadian Government as well as with copies of all despatches passing by telegraph between your Department and the Government at Ottawa".

My Predecessor was unable to comply with this request in the form in which it was made; but, as stated in the letter from this Department of the 29th September, 1915, he agreed "having regard to the High Commissioner's position as a member of the Dominion Government", to forward to you from time to time copies of despatches addressed by the Secretary of State to the Governor General. It was also stated that the undertaking would not apply to personal or confidential communications.

It was thus made clear that the arrangement was a temporary one, to be in force only so long as a member of the Canadian Government was in charge of the High Commissioner's Office, and it came to an end when you resigned your position as a member of the Dominion Ministry. If it were now revived the matter would be placed on an entirely different footing.

You will

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You will, I am sure, understand that there is no personal question involved; but I have to regard the principle as one of general application, involving far-reaching consequences, and as such I am forced to the conclusion that it could not properly be accepted. The Department will of course continue, as in the past, to furnish the High Commissioners with copies of any correspondence which appears to be of interest to them in connection with the duties of their office.

Sincerely Yours,

(Signed) WALTER H. LONG.

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35255

Dictated at The Harvard Club,
Boston, May 7, 1918.

Mr. Lord,
Counsel, The Consolidated Coal Company,
C/o Mr. J. H. Wheelwright,
Continental Building,
Baltimore, Md.

Dear Mr. Lord:

Re our conversation over the phone to-day, seeing that the Operators have the assurance of the Fuel Administration that the outstanding points of difference between themselves and employees have been reduced to two, namely, the one respecting the collection of checkweighmen's wages, and the other respecting the joint committee to adjust possible grievances, it seems to me that, to assist the Fuel Administration to effect an agreement between the parties without themselves imposing any conditions or recommendations, the Operators might, should favorable opportunity offer, go the length of expressing a willingness to make the following changes and modifications in the agreement as it stands.

With respect to the clause in the agreement regarding the collection of checkweighmen's dues, take out the reference to the sealed ballot, and also the condition which requires the consent of the Company, as well as of the employees, to the appointment of a second checkweighman within a period of three months.

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The Operators might even go the length of conceding, in writing, the principle of the Company collecting checkweighmen's wages, in the event of the Umpire deciding that such a course should be adopted. As the agreement now stands, the principle is impliedly conceded. An explicit statement would add nothing to the Operators' obligation as it stands, but it might appear a substantial concession in the eyes of Labor.

Mr. Wheelwright has given to Dr. Garfield two clauses, either of which,he has intimated to Dr. Garfield, the Consolidation Coal Company would be willing to accept should either be absolutely necessary. The one is a clause from the letter of the Barton Company to Messrs. Fairley and Faulkner. It gives the workmen the wight to appoint a committee of their own number to assist in the collection of checkweighmen's wages. Should it appear in the nature of a concession to employees to have this clause inserted, it is one that I think all the Operators would be agreeable to having included.

The other clause Mr. Wheelwright gave to Dr. Garfield was one prepared by Mr. Lyon, and which concedes the Company's obligation to collect checkweighmen's wages in the event of 80 per cent. of the men at any mine requesting it. I do not think it would be wise to propose this clause in any way, but I can see no reason why Dr. Garfield himself should not be free,

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on obtaining Mr. Wheelwright's consent, so to do, to use the knowledge he has in this particular in a way which might help to close up matters, though having nothing placed in writing concerning it. It is wholly probable that Dr. Garfield will have communicated the two points mentioned to Messrs. Peale and White, but neither of them would feel free to use the information without Dr. Garfield's consent.

With respect to the exception which is taken to the joint committee, I think the Operators might go the length of expressing a willingness to add a clause to the effect that, if, in the working out of this agreement, it should appear that the appointment of a joint committee, as provided for, operates to the detriment of either of the parties in the speedy and satisfactory adjustment of grievances, the question of a modification of the agreement in this particular may be made the subject of reference to the Umpire.

It is not my idea that the Company should propose any of these changes and modifications. If, on the other hand, Messrs. Peale and White evince a desire themselves to effect some settlement which will avoid the necessity of Dr. Garfield giving a ruling one way or the other, advantage should, I think, be taken of an opening of the kind to go this length toward effecting a final termination.

Yours very truly,

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P.S. - I am dictating this letter and, to save time in its being mailed, am authorizing Mr. McGregor, my secretary, to sign it on my behalf.

I regret not having your initials.

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35259

THE LOTOS CLUB.
NEW YORK.

April 14 1918

W.L. Mackenzie King Esq.
The Roxborough
Ottawa.

My dear Sir: Replying to yours with reference to the practice of the Lotos Club for the preservation of records, menus pictures and the like, I beg to say that we have not any especial system. We frame the menus of important dinners and hang them in the Café, and we simply scrap-book letters and notices. The Secretary's record of meetings of the Club and the Directory are written in substantial bound books. We frame and hang on the walls everything of especial interest.

I am sorry I cannot give you any useful information but really we have no system whatever in the matter.

Very truly Yours

Chester D. Lord
Chairman Library and Literary Committee

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35260

April 17, 1918.

My dear Sir:

I thank you most cordially for your letter of the 14th instant, just received.

The information you have so kindly given is precisely of the kind most desired, and will be much appreciated by the Committee on Memorabilia appointed at the last annual meeting of the Rideau Club.

Kindly accept, on behalf of the Committee, our very sincere thanks for your courtesy.

Yours very truly,

W. L. MACKENZIE KING

Mr. Chester J. Lord,
Chairman, Library and Literary Committee,
The Lotos Club,
New York.

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The Roxborough
Apl 10. 1918

My dear Mr King

Thank you very much
for your invitation to dine on
Friday night -

It will give me pleasure
to go -

Yours Sincerely
James A. Longstreet

The Honorable
W Mackenzie King.

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him up? I think you would find him most interesting also as he came in the midst of this last drive to Canada and can many of the biggest tales from 1914 — 1918 —

I have been working hard in the Conscription Office as well but Expect to go up to Muskoka for a couple of weeks. Please forgive this straight scrawl and dirty finger prints — always W. L. Mackenzie King.

Dear Mr. Mackenzie King. -35262 L

I came across this verse on the front page and it appealed to me so strongly that I have copied it to send you —

Do you know that Frothers — wife — is now home from the front and has just gone to Ottawa as A.A.G. — Col. Have — I think he is quite lonely — Could you sometime — please? look

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35263

We are all here:
Even They — the dead, though dead, so dear —
Fond memory, to her duty true,
Brings back their faded forms to view.
How lifelike Through the mist of years,
Each well-remembered face appears;
We see them as in times long past;
From each to each fond looks are cast;
We hear their words, their smiles behold;
They're round us as they were of old
We are all here.

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35261

Hon. Rt. Mackenzie King:

Dare not
Seen the most wonderful
play "Peter Abelson"
has not admirably
acted by John Barrymore
and so if you are anywhere
near where you may see
this play please do not

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fail to do so. It is
quite the best I have
ever seen and could
not help thinking how
you would love it. — I
hope the Easter season
will bring you Easter joy
and happiness. —
Mrs Hilda Murphy at a
tea a short time ago and
she said most charming
things of you. Sincerely
Tuesday. W. L. M. K.

35285

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4/ that some men are far from what
we would wish or Expect- I
Cannot write for the things I
would like to say but there are
some things I wish for could
but them.

I hope for keep well. Good health
counts for so much in these stressful
times and that for wife always have
that blessing I sincerely hope.
For my pleine coreider this answered
fully Sincerely for Wife & Self

The Enclosed is one of the things
that so often one misses so I
am sending it along.
We have had some of the
funniest Experiences over the
recent Elections - families
divided and friends not
speaking !! I Expect
for heard the Methodist

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3/ was openly called a Traitor 2/ Church Episode - in which
for working for Laurier, which Rev. Arthur Little hit a
of course enraged our family, so man over the head with
we have had many hot arguments. his hymn-book for hissing
him when he left the church
If it is true that you are playing at the minister asking them
in Canada and with Laurier, to take Communion -
may I ask you to be oh so
careful of Mrs. Rogers. She does My young kid brother, who
not want to think that all men has given up his farm and
are unscrupulous, thank goodness, is now in Toronto as a private
but one also has to know sometimes

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35268

The Roxborough,
Ottawa, January 24, 1918

Dear Miss Love:

Please excuse a dictated note, but my arm has been out of commission for a week past, through some slight infection, which I am happy to say is now nearly gone.

I wish, however, to thank you for the letter just received. What you tell me of Mr. R. R. is not a surprise. He has an ingratiating manner, but, alas, I fear is anything but a patriot.

I shall look forward to learning from you in conversation the further promised particulars. I doubt, however, if the occasion can be one of a Club address. Before I undertake any fresh ventures, I must conclude the work on which I have been engaged for the Rockefeller Foundation, and this, I imagine, will require every minute of my time for some weeks to come.

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35269

For the first time in many years I see a little breathing space ahead, and I am anxious to make the most of the opportunity it affords to complete the work on which I have been intermittently engaged for the last couple of years. I appreciate none the less the invitation to address the Canadian Club, and shall keep it in mind when the moment of outside enjoyment arrives.

Thanking you again for your letter, and with kindest remembrances, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

Miss Mary Auld Love,
London, Ontario.

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35270 January 30th/18.

Dear W. Mackenzie King:-

Your letter dated
January 24th reached me
today having been sent
down to the Farm Etc. so I
felt that in case anything
happens that you do come
Londonwards you must
know my whereabouts,
927 Richmond St.-

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and my sister's name is Mrs. Lt-Col. Ware. 35271 Her husband went with the 1st Contingent as a Capt— is now a Col. Mentioned in despatches twice. C.M.G. D.S.O and has a French decoration and is now a D.A.A & Q.M.G. — Naturally we sometimes almost burst with pride of him — Especially my sister- who treasures every remark of his. I am so glad that you may yet get to London even if not to the Levee. Sincerely always P.S. Don't carry on any correspondence with that little thing.

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35272

Dear Mr. Mackenzie King —

Jos. tried Think
Dam quite sure, that my letters
are beginning to arrive with
the daily papers.

Jos asked me my fears of
Mr. Rogers and of course
They are not for Jos personally

2/ I from that his character
against yours — his word
in comparison to yours —
are two totally different
propositions. But —
politically — I really and
truly think he will continue
to figure just as long as Borden

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4/ Club their long promised lecture - & then it would be appreciated -

Going back to politics - when I first went West in June a great many people absolutely despised Bob Rogers and spoke openly and slurringly of him. In November and December

3/ figures is the main issues of our country.

What I would tell you, I would prefer not to write and I am hoping that you may be in London in the not too distant future and that I may see you - Perhaps you will give the Women's Canadian

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5/ just five months later — these same men were working with him — and actually co-meeting with his views — and actually claiming him as a maligned person — for could not believe that the change that had been wrought was possible — unless for had been there on both

6/ occasions — Mr. Bill Alloway — a rich old banker — and a great friend of Sir Wilfrids — Gouin turned and believes now in Mr. Rogers integrity and his honest? intention of working whole-heartedly in the publics welfare. And his name is but one of many

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Election – That I am quite certain of – I mean, of course, in Manitoba.

My cousin writes me that John D. Rockefeller has been dining with them at Camp Dix in New Jersey – her husband is Chief surgeon there and they have a most wonderful camp – It seems such ages before the Americans are going to be of real assistance – of course I mean in man-power – which all good voices

Yours sincerely
Yours affectionately
Mackenzie King

25275

That I might quote – The West is a big and potential factor in politics isn't it? Well then please do not think I am unduly alarmed at Mr. Rogers influence – As you say – he is overrated – but undoubtedly he gained in a certain kind of prestige in the last

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Please be sure and let us
hear from you any time when
you are in Ottawa and with
best wishes always.

Very Sincerely Yours.

Mary Dunlop

Saturday Oct. 12th

391 Daly Ave.
Ottawa

35276

My dear Mr. Mackenzie King —

Just think of
my writing you on House of Commons
note paper — But it is quite true
I have been at the Museum since
the 20th of August, working on the
American Convention work, for Mr.
Hiemer. He wrote me when I was in
Muskoka saying one of his supervisors
was leaving and if I could come
at once, he would hold this for me —
So as my sister had taken the
Reffenstein's house on Daly Ave, I

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2/ interested in the political situation of Canada. I am sure you are on some very important mission and I continually wish that Canada may yet have some of her biggest men at the head of affairs.

Ottawa has been most kind and I have met some very interesting and charming people but it has also rained continually since my arrival so that I have not been at all impressed with Ottawa's climate.

2/ hurried down - I do so hope that the first time you are in Ottawa you will come to see us. I have thought so many times that perhaps you might be in the city and that I would meet you - Always hoping that it might be at the Chateau or at the Country Club but never on Wellington St on my way to the House of Commons as I am always tearing along and always feeling most "offish".

I still can't help feeling sat

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35278

The Roxborough,
Ottawa, December 20, 1918

The Lukens Steel Company,
Coatesville, Pennsylvania.

Dear Sirs:

A number of trade and other publications have recently made mention of a plan of representation of employees which your Company has adopted.

Mr. Mackenzie King has asked me to inquire if copies of this plan are available for distribution, and if so, to say that he would greatly appreciate being favored with one or two copies.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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35279

Lukens Steel Company

L.

COATESVILLE, PA.

FRANK H. GORDON
GENERAL MANAGER OF SALES

Coatesville, Pa., 12/23/18.

AGREEMENTS REGARDING SHIPMENTS CONTINGENT UPON FREEDOM FROM STRIKES, ACCIDENTS, CARRIERS DELAYS AND CAUSES BEYOND OUR REASONABLE CONTROL.
QUOTATIONS SUBJECT TO CONDITIONS OF SALE TO BE AGREED UPON AND TO CHANGE WITHOUT NOTICE.

All contracts and sales subject to Governmental embargoes or requirements of export license.

W. L. MacKenzie King,

The Roxborough, Ottawa.

Dear Sir:-

Yours of 20th instant by your private secretary, has been received, and take pleasure in handing you herewith two copies of our Industrial Representation Plan.

Yours very truly,

LUKENS STEEL COMPANY.

F.H. Gordon

General Manager of Sales.

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35280

The Roxborough,
Ottawa, December 28, 1918

Mr. F. H. Gordon,
General Manager of Sales,
Lukens Steel Company,
Coatesville, Pa.

Dear Sir:

In Mr. Mackenzie King's absence from the city, I have received your letter of the 23rd instant, enclosing two copies of the Industrial Representation Plan of the Lukens Steel Company.

Mr. King will probably return to Ottawa during the early part of next week, and I shall see that the documents you have sent are brought immediately to his attention. Meantime, may I thank you for your kindness in meeting the request of my letter of the 20th.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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35281 Lynch

806 Bedford Road
Saskatoon, Canada
6/2/18

so close make one realize that the picture must have been taken at a great height. It has been much admired, and it brings me back to a very pleasant day last August. Many thanks I shall always appreciate it. I was also glad to receive the other snaps.

Am still trying to accomplish something. Tho' hardly think we women have the great opportunities that you men have.

This afternoon I am going to

Dear Rex,

Yes, I quite agree with you the little framed picture is beautiful, please don't think I am considering the underdrawing, but the whole effect is splendid, the frame is so dainty & modest, I do admire your taste immensely. The snap itself is so natural that it is pleasing to the eye, the hazy trees with the clouds

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see a patient, she is not one of Arthur's, but I do feel so sorry for her; she is quite young & pretty was married only six months when her husband went to the war, that was over a year ago and ever since then she has been ill in bed, I believe she has a tubercular spine and it is only a question of time. It's touching her to knit, it takes her mind off herself and judging from the way she bids me up when I call I can't help but feel I am accomplishing something, even if that were the only thing I did in one day.

Have you read "A Student in Arms" by Donald Hankey? — have just finished the first & second editions, am sure you would enjoy them, if you got the time to read them.

In spite of the cold weather I hope you are feeling quite fit and with many thanks again I am

Your sincere friend
Daisy.

35283

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35283

INTERNATIONAL HARVESTER COMPANY

~~OF NEW JERSEY~~, INC.

MANUFACTURER OF THE
"CHAMPION" "DEERING" "McCORMICK" "MILWAUKEE" "PLANO"
"OSBORNE"
HARVESTERS AND OTHER LINES OF MACHINERY

OFFICE OF THE PRESIDENT

HARVESTER BUILDING
CHICAGO. October 22, 1918.

Hon. W. L. Mackenzie King,
The Roxborough,
Ottawa, Ont., Canada.

My dear Sir:

The International Harvester Company is considering a Plan for the creation of a Joint Committee composed of representatives of the employes and of the Management for the discussion and settlement of questions relating to working conditions, wages, hours of labor, and other similar matters of mutual interest. Several conferences of our officers have been held and the results of these conferences are expressed in the enclosed draft of a Plan.

Mr. John D. Rockefeller, Jr., has suggested that we might be able to obtain your services in reviewing this Plan and making suggestions in regard to it, and I hope your engagements may be such that you can assist us in this matter. We think it would be most desirable if you could come to Chicago and here have a conference in order that we might give you any special information which you require and that we might have the benefit of your discussion and advice.

I will appreciate it if you will telegraph me whether you can undertake this and if so what date would suit your convenience for coming to Chicago.

Very truly yours,

Cyrus H. McCormick

President.

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35281 98.—

October 22, 1918.

INTERNATIONAL HARVESTER COMPANY

INDUSTRIAL RELATIONS PLAN

McCormick Works

I. Purpose of the Plan:

To create a Joint Committee on Industrial Relations, composed of representatives of the employes and of the Company, which shall act as a Board of Appeals for the discussion and settlement of questions relating to working conditions, wages, hours of labor, and other similar matters of mutual interest which are not settled in the ordinary course of business.

II. Joint Committee on Industrial Relations:

(a) The Joint Committee shall consist of representatives elected by the employes and of representatives appointed by the Management; the number and voting power of each to be exactly equal at all times.

(b) The employes shall elect _____ representatives chosen from various departments or group of departments, and the Management shall appoint an equal number of representatives.

(c) The Manager of the Industrial Relations Department, or some one designated by him, shall act as Chairman of the Joint Committee, but shall have no vote. A secretary shall be chosen by the Joint Committee.

(d) All matters brought before the Joint Committee shall be considered with full opportunity for investigation, explanation, and discussion. The Joint Committee shall make every effort to reach a mutually satisfactory decision. If after full discussion the vote upon any matter is a tie, then as hereinafter provided, the matter shall be referred to an arbitrator whose decision shall be final.

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III. Employe Representatives on Joint Committee:

Employe representatives on the Joint Committee at the McCormick Works shall be elected from the following departments and group of departments, each constituting a voting division:

IV. Nomination and Election of Employe Representatives:

The nomination and election of employe representatives shall be by secret ballot. The first nomination and election shall be held as soon as practicable after the adoption of this Plan, and thereafter nominations and elections will be held annually during January on days fixed by the Joint Committee.

All employes, both men and women, shall be entitled to vote, except those of the grade of Assistant Foreman and above, and those having power to employ or discharge other employes.

Nominations.

Nominations shall be made in the following manner:

1. Not more than four days before the date fixed for the election a nominating vote shall be taken. Each employe will be handed by his timekeeper a _____ ballot stating the number of representatives to be nominated from the department or group of departments constituting his voting division. These ballots will be offered to each employe present at work on the day of the nomination, including all workers on the night turn, if any.

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On this ballot the employe will write (or he may have a fellow employe write for him) the name of the person he desires to nominate. If his voting division is to elect one representative then one name shall be written on the ballot; if his voting division is to elect two representatives then two names; and so on.

The employes will deposit their ballots in a locked box carried by the timekeeper, who shall be accompanied by a representative of the employes.

When all who desire have voted, the timekeeper and employe watcher shall open the ballot box and count and record the votes in the presence of the Works Auditor (or person delegated by him). In those departments, or voting divisions, from which two representatives are to be elected, the two persons receiving the largest number of votes shall be declared nominated. If any of the voting divisions is to elect more than one representative, then double the number of such representatives shall be nominated.

2. Nominations are subject to the following conditions:

(a) No person can be nominated for employe representative of a department, or group of departments constituting a voting division, unless he is employed in such department, or group of departments.

(b) No employe of the grade of Assistant Foreman or above, and having the power to employ or discharge other employes, shall be eligible for nomination.

(c) No employe shall be eligible for nomination unless he or she is a citizen of the United States, twenty-one years old or over, and shall have been continuously in the Company's service for one year immediately prior to nomination, as shown by the employment office records. -3-

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3. If any person nominated is disqualified under the above rule, then the proper qualified candidate receiving the next highest number of votes should be declared the nominee.

The results of the balloting and the names of the nominee shall be posted throughout the Works as soon as the votes have been counted and the nominations declared.

Election.

Not more than four days after the nominations are made the election by secret ballot shall be held in the same manner as for the nominations, except that at the election only the names of the persons who have been duly nominated will appear on the ballots, and these persons alone can be voted for.

The candidate or candidates receiving the highest number of votes in their voting division shall be declared elected members of the Joint Committee for one year, and until their successors are elected.

Notice of the balloting for nomination and election shall be given by public notice posted at the Works at least five days in advance.

V. Vacancies in the Joint Committee:

If an Employe Representative leaves the service of the Company, or if he becomes ineligible for any of the reasons stated in Paragraph IV, or is absent from more than four consecutive meetings of the Joint Committee without such absence being excused by the Joint Committee, his membership therein shall immediately cease.

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All vacancies among the employe representatives shall be promptly filled by special nomination and election conducted by the Joint Committee. Vacancies among the Company's representatives shall be filled by appointment by the Management.

VI. Duties and Powers of the Joint Committee on Industrial Relations:

1. Where any suggestions by an employe, or group of employes, as to working conditions, wages, employment, or any other matter of mutual interest, or any grievance or complaint to such matters, can be adjusted by presentation through the regular channels, this shall be done. Therefore, when any matter is presented to the secretary of the Joint Committee by any employe, or group of employes, it shall be his duty, first, to ascertain whether or not the matter has been presented to the superintendent, and if not, he shall see that such presentation is promptly made.

2. If the matter is not satisfactorily disposed of by the superintendent, the secretary upon the request of the employe, or group of employes, shall, at least three days before the next regular meeting of the Joint Committee, submit a short written statement of the matter to each member of the Joint Committee.

3. Any employe thus referring a matter to the Joint Committee shall have an opportunity to appear before it and personally present his case. Any group of employes referring a matter to the Joint Committee shall select not more than three spokesmen from their own number to appear before the Committee.

4. In addition to hearing and settling complaints, the Joint Committee may, on its own motion, cause investigations to be made, and may order changes of existing rules and practices; and it may,

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in general, consider and decide any matters relating to working conditions, wage adjustment, or industrial betterment, which may be brought before it either by the employe representatives, the Company's representatives, or the Chairman.

5. The Joint Committee shall have the right to call any employe before it to give information regarding the matter under investigation. The members of the Joint Committee may go in a body to any part of the plant to make investigations, or may appoint subcommittees for that purpose.

6. The Management shall provide, at its own expense, a suitable meeting place for the Joint Committee. Employes, while attending any meeting in response to a request from the Joint Committee, shall receive from the Company their regular pay for such time as they are actually and necessarily absent from their regular duties on this account.

Employes serving as members of the Joint Committee shall receive from the Company their regular pay during such absence from their work as this service actually requires, except that if the employe representatives so desire they shall be at liberty to arrange for compensation to be paid by pro rata assessment among the employes.

The Joint Committee shall prepare and distribute to the employes all reports of its proceedings and decisions that may be authorized by it, and the expense shall be borne by the Company.

VII. Procedure of the Joint Committee:

1. A majority of the employe representatives together with a majority of the Company's representatives, shall constitute a quorum and no business shall be done at any meeting of the Joint Committee at which less than a quorum is present.

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2. The Joint Committee shall hold regular meetings at least once each month on such date as may be fixed by the Committee, and may hold special meetings when necessary. Special meeting may be called upon three days' notice by the Chairman, Secretary or any three members of the Committee. The notice of the special meeting shall state definitely the purpose of the meeting and no other business shall be considered.

3. At the first meeting of the Joint Committee after each election and before any other business is considered, the Committee shall proceed to select a fair and competent person, who shall act as arbitrator of all matters respecting which the Joint Committee is unable to agree; and the Committee may adjourn from time to time until such arbitrator is chosen. In selecting the arbitrator the representatives of the employes and of the Company shall each vote as a unit, as hereinafter provided.

4. After complete investigation and full discussion of any matter under consideration by the Joint Committee, a decision shall be reached in the following manner:

(a) The Chairman shall first call for an informal ballot, which shall be by secret ballot, and the Secretary shall announce the result of the vote. Such informal ballot shall not constitute final action, but shall be solely for the purpose of securing an indication of the attitude of the Committee. The informal ballot, however, may be made final by the unanimous vote of the Joint Committee.

(b) After the informal ballot the Chairman shall call for a formal ballot, in which the employe representatives and the Company's representatives shall vote separately, and this ballot shall be secret unless otherwise ordered by the Joint Committee.

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The vote of a majority of the employe representatives shall be taken as the vote of all, and shall be recorded as their unit vote. Similarly the vote of the majority of the Company's representatives shall be taken as the vote of all, and shall be recorded as their unit vote.

(c) In case of a tie vote, the Chairman shall declare that there is no decision, and it will then be in order to re-open the discussion, or for any member of the Committee to offer substitute or compromise motions on which the vote shall be taken by informal and formal ballot in the same manner as provided above.

VIII. Arbitration:

If, after full discussion and consideration, the vote of the Committee still remains a tie, then the matter shall be referred to arbitration. The Joint Committee shall fix a date not more than fifteen days later for such arbitration.

At the meeting so fixed, the duly appointed arbitrator being present, the Joint Committee shall at once call up the matter for an informal ballot, and if it still appears there is some difference of opinion, the Committee shall proceed to a discussion of the matter. The arbitrator shall have the right to ask questions, call witnesses, make investigations, and take part in the discussion.

At the close of the discussion the Joint Committee shall again take a formal ballot. If this results in a tie the matter shall be decided by the arbitrator, whose decision shall be final, and shall be announced as soon as possible and not later than fifteen days thereafter.

The arbitrator, or the Joint Committee, may make any decision take effect retroactively in any case where justice requires it.

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IX. General Committee.

As it is probable that certain matters coming before a Joint Committee of one Works in the Chicago District (including Milwaukee) may affect other Works in that District, General Committees for the consideration of such matters may be formed from time to time in the following manner:

Upon notice from the President or General Manager that a matter pending before a Joint Committee of any Works affects other Works of the Company, such Joint Committee shall take no further action, but shall refer the matter to a General Committee to be formed.

The President or General Manager shall indicate the Works which are mutually interested and the employe representatives on the Joint Committee at each of such Works shall select one or more of their own number to act as members of the General Committee. Works having 3000 employes or less shall be entitled to one member on the General Committee; Works having 3000 or more employes and 4000 or less shall be entitled to two members; and Works having more than 4000 to three members.

The President or General Manager shall appoint a number of representatives to serve on the General Committee not greater than the aggregate of employe representatives so serving.

The President or General Manager or some person designated by either of them shall act as Chairman of the General Committee but without vote.

A meeting of such General Committee shall be called by the President or General Manager to be held within fifteen

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days after the notice by the President or General Manager that the matter affects more than one Works.

The procedure of the General Committee shall be the same as that set forth in Section VI entitled, "Procedure of Joint Committee" except with respect to the appointment of an arbitrator who shall be selected as hereinafter provided. The decision of the General Committee or of its arbitrator shall be binding upon all the Works originally designated by the President or General Manager as being parties to the proceeding.

X. General Arbitrator:

All matters with respect to which any General Committee in the Chicago District is unable to agree shall be decided by an arbitrator previously selected as follows:

During January in each year a General Committee for the selection of an arbitrator shall be formed in the manner provided in Section IX. No business shall be considered by such General Committee except the selection of such arbitrator, and the Committee may adjourn from time to time until he is chosen.

The arbitrator so chosen shall serve on all arbitrations affecting the Works in the Chicago District throughout the year and until a new arbitrator is chosen in the year following in the manner provided.

XI. Decisions Affecting Wages:

Decisions affecting wages made by any Joint Committee, General Committee or by arbitration, shall be subject to revision whenever changed conditions justify, but not oftener than at intervals of six months.

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XII. Amendment or Termination of Plan:

This Plan may be amended by the Joint Committee at any Works by the majority vote of all the duly elected Employe Representatives and of all the Company Representatives, but no vote on any proposed amendment shall be taken until the regular meeting following its presentation, and no amendment shall be adopted that will destroy or limit exact equality in the Joint Committee and in the General Committees of the Employe Representatives and Company Representatives.

If a proposed amendment is deemed by the President or General Manager to affect any other Works, upon notice to that effect being given, a General Committee shall be formed to consider the amendment. The adoption or rejection of an amendment shall not be the subject of arbitration.

This Plan may be terminated after six months' notice by a majority vote of the Works employes or by action of the Board of Directors of the Company.

XIII. Employes' Rights Preserved:

Neither the adoption of this Plan nor any decisions under it shall in any way abridge the rights of any employe, and it shall be applied to all employes without discrimination because of race, sex, political or religious affiliation or membership in any labor or other organization.

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35295 FORM D.L. 2 T W

GREAT NORTH WESTERN TELEGRAPH COMPANY

GREAT NORTH WESTERN TELEGRAPH AND CABLE

DAY LETTER

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

RECEIVER'S No.	TIME FILED	CHECK

SEND the following Day Letter, subject to the terms on the back hereof, which are hereby agreed to

Ottawa, October 24, 1918

Mr. Cyrus H. McCormick,
President, International Harvester Company,
Harvester Building,
Chicago, Illinois.

Your letter twenty-second received. I shall be passing through Chicago en route to Denver on Monday or Tuesday next week. If either day would suit your convenience for a conference, I shall be glad to arrange my itinerary so as to arrive Chicago in the morning and remain over till evening of same day. Am sorry pressing nature of Western engagement will not permit a longer stay in Chicago until after my return. Kindly wire if, under circumstances, advisable to arrange for stop over at Chicago. If so, I shall wire you Saturday afternoon whether arrival will be Monday or Tuesday.

W. L. Mackenzie King.

SENDER'S ADDRESS FOR ANSWER

SENDER'S TELEPHONE NUMBER

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The Roxborough,
Ottawa, October 24, 1918

Mr. Cyrus H. McCormick,
President, The International Harvester Company,
Harvester Building,
Chicago, Illinois.

My dear Sir:

I have received your letter of October 22, and have replied by wire, as per the enclosure herewith.

Supplementing this confirmation, I should like to say how much I appreciate having the opportunity of reviewing the plan enclosed with your letter, and the prospect of a conference with yourself and officers of the International Harvester Company with reference thereto.

I much regret that, owing to the uncertain length of time required for the completion of some work on which I have been engaged here, it will not be possible for me to say definitely until Saturday afternoon whether I can be in Chicago on Monday or on Tuesday. I also very much regret that, owing to the circumstance that my engagement in Denver is already considerably overdue, it is not possible for me to do more at this time than to offer to break the journey at Chicago for one day.

Yours very truly,

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35297

N.L. 2

NIGHT LETTER

The Great North Western Telegraph Company of Canada.

Exclusive connection with the
WESTERN UNION TELEGRAPH CO.
Z. A. LASH, PRESIDENT

Cable Service
to all the world
GEO. D. PERRY, GENERAL MANAGER

Receiver's No.	Time Filed	Check

SEND the following NIGHT LETTER subject to the terms printed on the back hereof, which are hereby agreed to

Ottawa, October 25, 1918

Mr. Cyrus H. McCormick,
The International Harvester Company,
Chicago, Illinois.

Time of leaving here depends on time of receipt of proofs from Boston publishers, now in the mails. I expect it will be Tuesday before I can arrive Chicago. Will be at your office between ten and ten-thirty. If possible to arrive Monday, will wire again tomorrow night.

W. L. Mackenzie King.

COLLECT

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CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

35298

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

127 'N BO 25

HY CHICAGO ILL25

OCT 25 1918

W L MACKENZIE KING

330

THE ROXBOROUGH OTTAWA ONT

MONDAY TWENTY EIGHTH OR TUESDAY SATISFACTORY AT YOUR CONVENIENCE

FOR FULL DAY CONFERENCE PLEASE WIRE PROBABLE HOUR YOU CAN CALL

AT MY OFFICE HARVESTER BUILDING

CYRUS H MCCORMICK. .

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35299 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

It is agreed between the sender of the message on the face of this form and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of any unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate: and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

Correctness in the transmission and delivery of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding one thousand miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

Ottawa, October 26, 1918

Mr. Cyrus H. McCormick,
President, International Harvester Company,
Harvester Building,
Chicago, Illinois.

Delayed here longer than anticipated. Please wire if Wednesday thirtieth, ten o'clock, your office, would be satisfactory. If so, please regard appointment as definitel If not, shall try to be on hand Tuesday.

W. L. Mackenzie King.

COLLECT

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FORM 1 T.W.

35300

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

58NED 17

FY. CHICAGO ILLS 25 OCT 1918

W L MACKENZIE KING

761

OTTAWA

OCT 27 1918

GREATLY APPRECIATE YOUR WILLINGNESS TO COME TO CHICAGO
TO CONFER WITH US WEDNESDAY WILL BE ENTIRELY SATISFACTORY.

CYRUS H MCCORMICK

1140AM

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The Roxborough,
Ottawa, December 18, 1918

Mr. Cyrus H. McCormick,
President, The International Harvester Company,
Chicago, Illinois.

Dear Mr. McCormick:

As promised in our last conference in Chicago, I enclose a draft outline of a method of organization of activities pertaining to industrial relations which may be helpful in enabling the Company to determine the course it is wisest to adopt in the plan it has under consideration.

As respects the representation of employees and procedure in matters requiring adjustment, I have sought to modify as little as possible the draft we discussed together, and to make only the changes and additions indicated in conversation with Mr. Harold McCormick and yourself. I have, however, ventured to add a few sections respecting a Department of Industrial Relations. It has seemed to me that the Company might as well receive credit for work it is actually doing, in connection with any development such as that it is now proposed to make, and that the work itself would be given added significance, and be more effectively carried on, were the several activities organized and directed in some such manner as that indicated.

You will observe that I have added, on page 13, sections relating to a President's Industrial Representative; and, on page 14, a section relating to an Annual Joint Conference. These are new features discussed in our conversation together.

You will also notice that I have separated entirely the part of the plan which relates to "procedure in matters requiring adjustment" from that which has to do with the representation of employees on the Plant and General Conference Committees and in other ways. Also that I have kept the idea of conference to the fore, eliminating wherever possible whatever seemed to invite a "line up" between the management and employees, or to suggest diversity of interest or opinion between them on matters which necessarily are of mutual concern. This seems to me highly important.

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The nature and significance of other changes and additions are so apparent that it is not necessary to make any special mention of them.

Were the entire document considered as one, and subsequently so printed, I believe the impression it would make upon the Company's employees and upon the public would be wholly favorable. I should advise a conference with the Company's officers, managers, and superintendents, and also a conference with delegates representative of the employees in the different Plants, before its adoption and authorization by the Board of Directors. Such conferences might lead to valuable suggestions and desirable modifications, and would help to ensure a sympathetic reception of the Plan itself by all who will be concerned with or affected by its administration.

It should be possible to have the entire Plan accepted by joint agreement, to be signed by officers of the Company and delegates representative of the Company's employees, and the signatures appended to the document in its printed form.

The Youngstown Sheet and Tube Company, of Youngstown, Ohio, has recently put in a plan of representation of employees which is very similar. Mr. C.S.Robinson, the Vice President of the Company, who is the active head of the concern, and with whom I spoke confidentially of the possibility of some plan being considered later by yourself, told me he would be pleased to meet with any persons from your Company, the Manager of Industrial Relations, Superintendents, or others, and give them full particulars of the method of inauguration of their plan and its present working. The Youngstown Plan was unanimously accepted by the Company's officials and a body of delegates representative of employees before its final authorization; and the men elected under it, so Mr. Robinson informs me, are without exception among the best men in the Company's employ. Mr. Robinson was formerly Manager of the Steel Works of the Colorado Fuel and Iron Company, Pueblo, Colorado, and entered upon their industrial representation plan only after the most careful inquiry from former associates and others concerning the benefits of the plan adopted in Colorado.

Please do not hesitate to let me know of any way

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in which I can be of any assistance in the further development and inauguration of the plan the International Harvester Company is considering.

Yours very sincerely,

W. L. MACKENZIE KING

P.S. - I am sending an original and four copies of the outline referred to herein. The extra copies may be useful for purposes of immediate comparisons and subsequent reference.

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35304

E. J. WALKER, JR., PRESIDENT
W. M. PATTESON, TREASURER
C. H. FERENBAUGH, SECRETARY
WM. C. McCUAIG, SALES MANAGER

ESTABLISHED 1885
INCORPORATED 1909

Complete Store Fixtures **Walker Bin Company** For Grocers and Seedsmen

Penn Yan, N.Y.

August 28th.,1918

Hon. Wm. L. Mackenzie King,
Roxborough Chambers,
Ottawa, Ontario, Canada.

My dear Mr. King:-

It is so long since I last saw you in the good old days when North Waterloo was a bright spot on the political map of Canada that for fear you might not remember me I have asked our good friend Harvey Sims to drop you a line preparatory to my writing you on a matter that I have had in mind for some time, the accomplishment of which would be the greatest pleasure to me and an immense service to the people of Penn Yan in their war work which has been carried on under very difficult conditions by reason of our not being in closer touch with the big things that are taking place in the larger cities.

On our Third Liberty Loan we oversubscribed our quota by about 75% and are looking forward to repeating on the Fourth Liberty Loan which opens Sept. 28th., though we shall probably have to figure on a much larger quota and its not going to be easy work.

I have thought that if you could possibly give us a day to start the campaign, with a public meeting in the Opera House and perhaps a little talk to the workers before the public meeting, it would put us in splendid shape to start a whirlwind campaign with the certainty of success. If you could spend the week-end, Sept. 28 and 29th., with us we could have our public meeting on Sunday afternoon or evening and give all of our workers throughout the County an opportunity to get something of the inspiration you would undoubtedly bring to us.

I know that this is asking a great deal of you but it would mean so much to us at this critical time that I feel sure you will not take the invitation amiss but will, if circumstances make it at all possible, give the matter your early and favorable consideration. If Sept. 28th. or 29th. would not be convenient for you any time during the campaign, Sept. 28 to Oct. 19, would be entirely satisfactory but if we could have you with us for the opening we would get such a start that there would be no stopping us.

This invitation is being extended to you on behalf of the Liberty Loan Committee for Yates County but I want to assure you that personally it would afford me the greatest pleasure to have you spend a day or two with us in this beautiful section of the lake country.

With kindest regards and trusting that it may be possible for you to meet our wishes in this, I remain,

Dic. W.C.McC. Sincerely yours, W. C. McCuaig

THE WALKER BIN SYSTEM INSURES SERVICE AND STORE EFFICIENCY

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LIBERTY LOAN COMMITTEE

FOR YATES COUNTY, NEW YORK

(Operating Under Authority of Second Federal Reserve District)

PENN YAN, N. Y.
August 28th.,1918

Central Committee

Wm. N. Wise, *Chairman.*
Edwin J. Walker, Jr., *Secretary.*
Clarence R. Andrews
Charles T. Andrews
H. K. Armstrong
Dewitt C. Ayres
G. Emmett Bassage
Albert T. Beardslee
Ernest R. Bordwell
Henry Brown
Frank Campbell
Charles Churchill
Warren A. Clark
William Coleman
William T. Comstock
M. Francis Corcoran
William E. Corcoran
William S. Cornwell
Timothy Costello
Vincent Culver
W. Eugene DeMelt
Harry C. Earles
John C. Fox
Hon. H. S. Fullagar
Rev. B. W. Gommenginger
Welles Griffeth
Charles E. Guile
Jacob Hansen
George E. Heath
Fred S. Hollowell
Benjamin S. Hoyt
John H. Hyland
John H. Johnson
Enos A. Lynch
John H. Meehan
Morris O. McCann
William C McCuaig
Samuel McElwee
Frank M. McNiff
William T. Morris
A. J. Nichols
Andrew Nissen
William O'Brien, Jr.
William M. Patteson
N. W. Plaisted
A. Flag Robson
DeWitt G. Rogers
William S. Ross
Calvin Russell
Reuben A. Scofield
Elmer E. Schofield
Charles Sciore
H. Merton Smith
Frank Spencer
Walter B. Tower
W. Henry Townsend
Henry C. Underwood
John A. Underwood
H. Allen Wagener
Roy Whitbeck
Charles H. Whitfield
Harry E. Wilkins
F. K. Winship
Victor Winship

Please address all communications to
W. N. WISE, Chairman
Telephones - Federal, 205-A / Bell, 105-J

E. J. WALKER, Jr.,
Publicity Man.
Telephones - Federal, 220 / Bell, 147

Hon. Wm. L. Mackenzie King,

Ottawa, Ontario, Canada.

My dear Mr. King:-

In case you may not know just where Penn Yan is located I want to say that we are about 15 miles south of Geneva on the New York Central and the Northern Central Division of the Pennsylvania. We are within easy reach from Toronto by boat to Rochester (Charlotte) where we would be glad to meet you with a car, it being only a two hour ride from Rochester to Penn Yan. I mention this so that you may not think we are altogether off the map.

Sincerely yours,

Dic. W.C.McC.

Wm. C. McCuaig

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The Roxborough,
Ottawa, August 31, 1916.

Mr. William C. McCuaig,
The Walker Bin Company,
Penn Yan, N. Y.

My dear Mr. McCuaig:

I have just received, on my return to Ottawa this morning, your letter of the 28th instant.

I wish it were possible for me to accept the invitation you extend to visit Penn Yan. Our friend, Harvey Sims, wrote me of your thought in this matter a few days ago. As I said to Harvey in reply, I would have been more than happy to participate in the campaign you are contemplating, had it been at all possible for me to do so. Unhappily, I have many pressing engagements for the month of September, among the number an engagement to be in Colorado the last week of the month. The work I have undertaken to carry out there will keep me in Colorado for at least five or six weeks. As this is just about the time of your campaign, you will see I have no alternative but to decline the invitation.

While doing so most reluctantly, I should like to say how much I appreciate your remembrance of me and the generous compliment you pay in having thought of giving me this opportunity to speak at Penn Yan. I am greatly obliged

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to you for all the trouble you have taken in writing and explaining so fully the objects of the campaign and the means of reaching Penn Yan in the event of an acceptance being possible.

With kind remembrances and regards, Believe me,

Yours very truly,

W. L. MACKENZIE KING

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CANADA

35308

MACDONALD, IVES & CHIPMAN,
BARRISTERS, SOLICITORS, &c.

E. M. MACDONALD, LL.B., K. C., M. P. W. B. IVES, LL.B., K. C.
F. B. A. CHIPMAN, M. A., LL.B.

PICTOU, NOVA SCOTIA, July 2/18.

Personal:

Honorable W. MacKenzie King,

Ottawa, Ont.

My dear King:

I have not seen or heard of you since we last met in Ottawa and had a chat about matters, and I am sorry to see by the papers that the Chief has not been well, and I notice in a letter to some Society in Quebec, he speaks of himself as not being in good shape at all.

I also note the statement in the Press that your work in connection with the Rockfeller foundation was stopping for the time being.

I thought I would drop you a line to see how matters were shaping with you and if you had any news in regard to the future, along the lines we talked of when last in Ottawa. I know the difficulty of moving in regard to these questions in the Summer months, but some definite steps should be taken towards the Autumn. I do not know how the feeling in your part of Canada is, but in the Maritime Provinces the feeling among the plain people is such that some steps should be taken to provide for guiding it along practical lines.

For the time being, I am devoting myself to my work in my office, and would like to feel that something was being done so as to prepare for the future, and would like to hear from you.

With kindest regards, I am,

Yours faithfully,

EMM/AMM.

Edmund

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35309

The Roxborough,
Ottawa, July 6, 1918.

Mr. E. M. Macdonald, K.C.,
Pictou, Nova Scotia.

My dear Macdonald:

I received on my return to Ottawa yesterday your letter of the 2nd instant.

I have been away from Ottawa practically the whole of the time since we last met here. As a consequence, I have not had opportunity of either conferring with anyone or knowing what has been transpiring. I left for Colorado during the second or third week in May, and spent most of the month of June there. Since then, I have been in conference with ship-building and steel interests in the eastern part of the United States, and have only just got back to Ottawa. I am leaving this afternoon for my cottage at Kingsmere, to complete the book on which I have been working, and which I am under contract with the publishers to have ready before the end of the summer. Until this work is completed, I doubt if I shall have any chance of taking up with anyone the matters which we talked over together. If I learn of any developments, I shall gladly communicate with you.

The announcement of the press with reference to my work for the Rockefeller Foundation was made in view of the circumstance that my book is shortly to appear, and it was thought desirable that the general public should know in advance that I had obtained authority from the Foundation to publish it under my own name, though the material gathered in the course of its preparation was in connection with my association with the Foundation. As I think I told you, however, the actual severance with the Foundation was made prior to the last election. Since then, I have been kept pretty busy advising different interests on industrial matters, and it is along these lines I expect to continue, with headquarters here in Ottawa, though possibly travelling about a good part of the time.
I hope your own work is proceeding satisfactorily.

With kindest regards,

Yours very sincerely,

W. L. MACKENZIE KING

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35310

MACDONALD, IVES & McGILLIVRAY,
BARRISTERS, SOLICITORS, &c.

E. M. MACDONALD, LL.B., K. C. W. B. IVES, LL.B., K. C.
A. McGILLIVRAY, B. A., LL.B.

PICTOU, NOVA SCOTIA, July 12/18.

Hon. W. McKenzie King,

Ottawa, Ont.

My dear King:

I have your favor and note its contents and am glad to note that the situation is such that you will be able to take part in political affairs.

I am very deeply impressed with the necessity of some action being taken this autumn, as soon as the holidays are over, in the hope of getting things in proper shape so that something might be done in the way of getting at our English-speaking friends in the English Provinces. No progress can be made until some understanding and arrangement is arrived at by two or three of us, like you and I, with some others whom we must get together to talk over matters. I shall be pleased to know that you will be willing to move in connection with this matter some time in September or whenever the holiday season is over and the Chief gets back. In the meantime, I shall be glad to keep in touch with you.

Yours faithfully,

EMM/AMM.

E. M. Macdonald

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love to us and we had
a beautiful "float" over
it all.
It is indeed a dream
Come True.
Yet there are some of
us who can distinctly
sense beneath the natural
pride in all your well
deserved honors, the deep
yearning there must
have been that the dearly
loved little circle who have
all passed on were not
there to share the triumph

for personal

Dear Mr. King

Just a few words
of Easter greeting in ack-
nowledgement of your
Kind letter of Mar. 26.

I am so glad Elsa
& I thought of the right
message of comfort.
Our hearts ached for you!
I know how sad it would
be your home coming after
laying down forever the
task of those burdens so

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had carried so long -
which were no evidence to
you but only loving service.
I really thought of the
powers rather than a letter
to relieve you of the burden
of writing a letter in reply,
but when your letter came
I assure you I appreciated
it - I know what it must
mean to you now to write
personal letters.
Thanks for your kind
inquiries about my health.
I have not been so well
as usual during the last
year & when the opening of
Parliament came I was ob-
liged to deny myself the
pleasure it would have
been to me to see you take
the place to which I had
personally so long aspired
ed you. I felt however I
was well represented by
Elsa & Philip both staunch
admirers & supporters of yours.
Elsa came dear here later
& she related to me about
it. What you said & did.
What Everyone said about

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But you must realize
there are others & those
watching your every word
with loving sympathy;
trusting your ability &
singleness of purpose
to guide the destinies of
our Country; those who
will be true to you
always, thro good & ill
or ill, & thro all the
Changes and Evanescence

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which even the most successful public career is used to experience. I trust all goes well-the way how we all enjoy the Easter & benevolent way in which Jan turns aside the bitter shafts of Hughes "inquests". It is a master stroke! I may be in Ottawa before long & I shall venture to ask you there perhaps & we may have that long promised chat.

Dougald joins me in all good wishes. May all the beauty & joy & gladness of Easter be yours!

Sincerely.
Annie Bethune M. & Dougald.
389. MacKay St.
Montreal.

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Form 95.

35315

Please address all communications to "The Manager"

The Canadian Bank of Commerce

Halifax, N.S.

Cable Address: "Canbank"

17th January, 1918

Dear Dr King:

You will recall our brief conversation in Ottawa about the disaster in Halifax? Thinking the matter over, and under all the circumstances, to no purpose I think could a special donation be more appropriately or usefully applied than to our Institution for the Blind, which will now have to care for at least two hundred blind from the disaster, give special treatment to a great many more, as well as care for the very considerable and distressing number of cases of returned blind soldiers. This is to be in addition to the highly successful and far-reaching work regularly carried on by the Institution under the splendid direction of Sir Frederick Fraser.

The friends of the Institution, and of the unfortunate blind, would therefore be deeply grateful to you if you could see your way to bring the matter to the attention of the Rockefeller Foundation, which, we trust, may see in the disaster, and the special needs of the Blind, a suitable opportunity for the exercise of its benevolent purposes. Personally, I would think that nothing could more deeply appeal to the people of this stricken city than a gift from the Foundation to the Endowment Fund of the School for the Blind.

May I beg on behalf of our people here that you kindly bring the matter to the attention of the Rockefeller Foundation?

With kind regards.

Yours very truly,

Hon.W.L.Mackenzie King, L.L.D.
Ottawa.

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35316

SCHOOL FOR THE BLIND.

Halifax, N. S., Jan. 15th, 1918

To the Friends of the Blind in Canada :—

In view of the recent terrible explosion in Halifax, and the number of persons who have become totally or practically blind as a result of the same, the several organizations in Halifax for the care and training of the blind find themselves almost overwhelmed in meeting the new conditions which have arisen. Even before the disaster the resources of the Halifax School for the Blind, the Home Teaching Society for the Blind, the Maritime Association for the Blind, etc., etc., found it almost impossible with their limited resources to meet the demands upon them, but these demands have been suddenly increased by the necessity for providing shelter, care and training for upwards of two hundred men, women and children who lost their sight as a result of the recent disaster. Under these circumstances it is imperative that an appeal be made to all sympathetic and public spirited Canadians. The best and most effective way of making provision for these sightless people is to immediately increase the Blind Endowment Fund so that it may reach a total of $500,000.00. The income arising from such an endowment fund will enable us to meet the problems of the blind in Halifax in a systematic and practical manner, and would bring to many a one now helpless and hopeless new opportunities to fit himself or herself for the battle of life. No greater need to help the blind has ever arisen in any part of the world and I believe that when the people of Canada fully appreciate the situation generous help will be forthcoming.

The Blind Endowment Fund is in the hands of three trustees, namely, the President of the Board of Managers of the School for the Blind, Halifax ; the Treasurer of the School for the Blind, and The Eastern Trust Co. of Halifax.

A FEW TYPICAL CASES OF THE RECENT DISASTER MAY BE CITED.

A woman of 31, now totally blind, is a patient in one hospital while her little daughter 9 years of age, totally blind, is a patient in another. Two other children of this mother were killed in the explosion, and two were badly cut but will recover. The husband and father was killed at his work.

In another family the mother, 35 years old, is totally blind, the father has lost one eye and a child aged 5 is totally blind. There were seven children in all in this family of whom the remaining six are being cared for by aged grandparents. One of these children is tubercular.

A young wife of 18 whose husband is in the army is still in hospital, four months pregnant and frantic over practical blindness.

In another family the mother was killed. The father, a discharged disabled soldier, who has lost one leg was not injured in the explosion. When their two children, little girls, were seen in one hospital, one about 2½ years old had one eye enucleated, a hand nearly severed by cuts and bad cuts on face; the other child, about 20 months old, had had to have both eyes enucleated ; the visiting workers met the volunteer heretofore inexperienced in nursing, who had the night of the disaster, held these children during their operations.

A mother, 45 years of age, now totally blind, had five children of whom one is missing, one lost a leg, one is suffering from other serious injury, and one is totally blind. The father was probably killed as he has been missing since the explosion. The child of their married daughter is also totally blind and badly mutilated.

A mother, of 39, totally blind, had a child of ten totally blinded in the explosion who has since died. A second child, aged 12, has lost one eye. The husband, a soldier, is in the trenches overseas.

Contributions towards the Blind Endowment Fund may be sent to_____

_____or to

SIR FREDERICK FRASER
School for the Blind, Halifax

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35317

SCHOOL FOR THE BLIND.

Halifax, N. S., Jan. 15th, 1918

To the Friends of the Blind in Canada :—

In view of the recent terrible explosion in Halifax, and the number of persons who have become totally or practically blind as a result of the same, the several organizations in Halifax for the care and training of the blind find themselves almost overwhelmed in meeting the new conditions which have arisen. Even before the disaster the resources of the Halifax School for the Blind, the Home Teaching Society for the Blind, the Maritime Association for the Blind, etc., etc., found it almost impossible with their limited resources to meet the demands upon them, but these demands have been suddenly increased by the necessity for providing shelter, care and training for upwards of two hundred men, women and children who lost their sight as a result of the recent disaster. Under these circumstances it is imperative that an appeal be made to all sympathetic and public spirited Canadians. The best and most effective way of making provision for these sightless people is to immediately increase the Blind Endowment Fund so that it may reach a total of **$500,000.00**. The income arising from such an endowment fund will enable us to meet the problems of the blind in Halifax in a systematic and practical manner, and would bring to many a one now helpless and hopeless new opportunities to fit himself or herself for the battle of life. No greater need to help the blind has ever arisen in any part of the world and I believe that when the people of Canada fully appreciate the situation generous help will be forthcoming.

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_____or to

SIR FREDERICK FRASER
School for the Blind, Halifax

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The Roxborough,
Ottawa, January 21, 1918.

Mr. D. Macgillivray,
Manager, The Canadian Bank of Commerce,
Halifax, N. S.

Dear Mr. Macgillivray:

I have received this morning your letter of the 17th instant.

Following the conversation I had with you, I had a talk with the Hon. A. K. Maclean, when dining with him on the day after your visit. We talked together of the Halifax disaster, and Mr. Maclean spoke of the numbers whose sight had been permanently or partially lost as a consequence of it, and asked me if I thought the Rockefeller Foundation would consider an application for aid. Mr. Maclean did not think it advisable to make the application in a formal way until it was ascertained whether, if made, it would in all likelihood be favorably entertained. Mr. Maclean offered to go to New York with me to lay the matter formally before the Foundation if after communicating with officers of the Foundation the prospect appeared to be favorable.

Having in mind your conversation, as well as Mr. Maclean's, I felt the matter one of such importance as to demand an immediate inquiry. Accordingly, on the morning following, I communicated with Dr. Vincent, the President of the Foundation, giving him such facts as to the need of assistance for the blind as I had ascertained in conversation with Mr. Maclean. On January 16th I received from Dr. Vincent's secretary a communication informing me that my letter had been duly received, but that at the time of its receipt Dr. Vincent was in the west. The communication further stated that Dr. Vincent was expecting to be back in New York within a week, and that my inquiry would receive immediate attention on his return. This is the position in which the matter stands at the moment.

Under the circumstances, your letter and its enclosures are most opportune. I am to-day writing Dr. Vincent again, and referring to him the inclosures of your letter and a copy of the letter itself. As soon as I receive a reply, I shall communicate with you as to the substance of it.

With kind regards, Believe me,
Yours very sincerely,

W. L. MACKENZIE KING

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35319

The Roxborough,
Ottawa, January 26, 1918.

Mr. D. Macgillivray,
The Canadian Bank of Commerce,
Halifax, N. S.

Dear Mr. Macgillivray:

-- I enclose a copy of a letter I have just received from Dr. Vincent, the President of the Rockefeller Foundation. It is in answer to the letter I wrote him after my conversation with the Hon. A. K. Maclean, and it has evidently been written before the receipt of my letter enclosing the application you forwarded to me.

However, the points it raises would apply to your communication as well as to the one I sent at Mr. Maclean's instance, and I should therefore be obliged if you would go over Dr. Vincent's letter carefully, and let me have an answer concerning the points on which he seeks to elicit further information. I shall be glad to forward your letter immediately upon its receipt, and to let you have a copy of the reply Dr. Vincent may send.

Yours sincerely,

W. L. MACKENZIE KING

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Form 95.

35320

Please address all communications to "The Manager"

The Canadian Bank of Commerce

Halifax, N.S.

Cable Address: "Canbank"

4th February, 1918

Dear Dr King:

I have to thank you very much for your kind favor of 26th ultimo.

I thought it well to show to Sir Frederick Fraser the copy of President Vincent's letter, and I now enclose copy of the remarks which the former has made thereon. If the benevolences of the Rockefeller Foundation are to be fully shared in by the blind in Halifax through the American Red Cross, then, I suppose the case is closed. But, if over and above what the Foundation is to do through the American Red Cross, it felt it could make a contribution to the endowment of the Halifax Institution for the Blind, I can assure you that it would be greatly appreciated, as it is much needed.

With kind regards.

Yours sincerely,

D. Macgillivray

Hon. W.L.Mackenzie King, L.L.D.,
The Roxborough,
Ottawa.

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35321

Halifax, 4th February, 1918

D.Macgillivray, Esq.,

The Canadian Bank of Commerce,

Halifax.

Dear Mr Macgillivray:

I have before me the letters of Hon.Mackenzie King and Doctor Vincent, and in reply would say that if the situation in Halifax is regarded as ordinary war relief and the Rockefeller Foundation makes it a practice of contributing through the American Red Cross, I would not deem it wise to in any way insist upon our claim, as the American Red Cross has already signified its intention of dealing generously with the situation, and have had their representatives in consultation with me. In other words, if the American Red Cross deal with the situation as I believe they will the Rockefeller Foundation will probably be approached by the A.R.C.

Doctor Vincent is desirous of knowing whether the newly blinded of Halifax would not be dealt with by the Federal Government in the same way as returned soldiers and be educated or re-educated at Government expense. Of course as the Government has not yet defined its policy with respect to those made blind in Halifax during the recent explosion, I cannot tell what course they will pursue. In any event the suggestion of a new organization for looking after the blinded of Halifax cannot be effectively carried out owing to their being of both sexes and varying in age from two to fifty years of age. Our Halifax organizations include a well-equipped school for the blind, a home teaching society, a committee for the prevention of blindness, a library league, an association for securing employment for graduates and adults, etc., etc. These

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organizations, prior to the explosion, were, owing to war conditions, handicapped for lack of funds.

To further the work for the blind it was decided in March of last year to try and raise an Endowment Fund the income of which would be allocated to the different organizations according to their needs. Owing again to war conditions only $38,000 in subscriptions was secured up to December 6th. If the need of this fund was apparent before December 6th it is quite evident that the problems of the newly blinded in Halifax will add greatly to the work of these several organizations. Hence the development of the Blind Endowment Fund, in my opinion, is the only practical way of meeting the situation as it stands today.

I am grateful to you and to the Hon. Mr King for your kind interest and practical efforts on behalf of the welfare of the blind.

Very truly yours,

(Signed) C.F.Fraser

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The Roxborough,
Ottawa, February 11, 1918.

Mr. D. Macgillivray,
The Canadian Bank of Commerce,
Halifax, N. S.

re Application to Rockefeller Foundation for aid to the blind of Halifax, consequent upon the Halifax disaster.

Dear Mr. Macgillivray:

I have received your letter of the 4th instant, and have forwarded a copy, together with a copy of its enclosure, to Dr. Vincent, the President of the Rockefeller Foundation.

I shall communicate with you again on receipt of further word from Dr. Vincent.

With kind regards,

Yours very sincerely,

W. L. MACKENZIE KING

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35324

The Roxborough,
Ottawa, February 26, 1918.

Mr. D. Macgillivray,
The Canadian Bank of Commerce,
Halifax, N. S.

re Application to Rockefeller Foundation for aid to the blind of Halifax, consequent upon the Halifax disaster.

Dear Mr. Macgillivray:

I enclose a copy of a letter which came to me from Dr. George E. Vincent, President of the Rockefeller Foundation, during a recent absence from Ottawa.

I have acknowledged Dr. Vincent's letter, and in so doing have made mention of the circumstance that I was enclosing a copy of it to you. As Dr. Vincent's letter speaks for itself, it is probably unnecessary for me to add anything to this communication.

With kind regards, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

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Form 95.

35325

Please address all communications to "The Manager"

The Canadian Bank of Commerce

Halifax, N.S.

Cable Address: "Canbank"

1st March, 1918

Dear Dr King:

Thanks very much for letter and copy of that from Dr.Vincent.

There is force in what he says, and so the matter rests. Your kindness is much appreciated.

With best regards.

Yours very truly,

A. MacGillivray

Hon.W.L.Mackenzie-King,

The Roxborough,

Ottawa, Ont.

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35326

The Harvard Club,
New York, April 30, 1918.

Mr. F. A. McGregor,
C/o The Harvard Club,
New York.

Dear McGregor:

I should like to propose the following as a retainer of your services as secretary for the remainder of the present year:

That during the months of May, June, July, and August, we continue the arrangement of the past two months, whereby I retain your services an a basis of one-half of your time, adjustment of time to be made as necessity and opportunity occasion; that during the months of September, October, November, and December, we resume the relationship as existing during the past three years. Under this arrangement, my hope is that opportunity may be afforded which will permit my retaining your entire services for the greater part of the ensuing four months, though as to this I shall have to be guided by the opportunities that may present themselves. It is further understood that, in addition, your travelling and living expenses when away from Ottawa on business for me, will be met by myself.

Yours very truly,

W. L. MACKENZIE KING

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35327

The Harvard Club,
New York, April 30, 1918.

Hon. W. L. Mackenzie King,
The Harvard Club,
New York.

Dear Mr. King:

I am glad to accept the proposal contained in your letter of to-day, with reference to the continuance of my engagement with you for the balance of the year. Knowing as I do the uncertain nature of your own plans for the period, I should like to express my thanks to you for the consideration you have given my own interests in making the proposal you have.

Yours very truly,

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35328

THE ROXBOROUGH
OTTAWA.

June 10th 1918.

Hon W. L. MacKenzie King
Kingsmere.

My Dear Dr. King:-

I need not tell you how grateful we are to you for having permitted us to occupy your very interesting and beautiful rooms here. It is so much more peaceful here than at any of the public hotels. I only hope that we may have the pleasure of returning some similar kindness at no very distant future day.

I am also deeply moved and interested in the idea of your book, Industry and Humanity. The more I think of it the more convinced I am that you are travelling along the obviously right

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and statesmanship in our Canadian
public life. Surely we are not too young
and raw, as some seem to think, to attempt a
national culture of our own!
I should like to see you again for an
hour or two at least. Incidentally I am selfish
enough to want to talk over with you
one or two little fancies of my own on
national
^ educational preparedness. I hope to
finish my present tasks here by
Friday noon or evening and we could easily
postpone our leaving for Nova Scotia
until Sunday or Monday next if you
are not too busy to come in to see
us.

Yours very sincerely
Wm A MacKay

road. Indeed I have been thinking for a long
time that we are only now beginning to work
out in the world the second chapter in the gospel of Mazzini,
"God and Humanity"; or is it the gospel of
him who said, "Ye believe in God, believe also
in me", and believing in me believe also in
yourself. I am profoundly pleased to find that
you are at work trying to work out that great
principle of faith in your chosen field of
economic morality. I hope, nay, I am confident
that it will bring you a very large measure
of recognition, and that will be very gratifying
to me personally, for while I have not known you
face to face, I have known of you and of your
credentials and have constantly hoped that
you would some day, and soon, open up and
lead on in the long-desired movement
towards a higher standard of citizenship

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35330

RUSSELL HOTEL

OTTAWA. CANADA.

H. L. MALEY
MANAGER

July 13th 1918

Dear Dr King:-

Mrs M. and I are going to Kingsmere tomorrow (Sunday) on the 1.40 and will come to Kings Cottage in the course of the afternoon say 3.30. Please do not change your plans for the day 'a little bit.' If you are out when we came we shall be very comfortable and content to wait until you come.

Yours sincerely

Ira A MacKay

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35331

Millsville. Prelon N.S
July 21st 1918.

Dear Dr King.

Thank you so much for sending me my chair. It was very stupid of me to have left it behind. Had it been of any value as a souvenir I should have left it with you in remembrance of our visit. Besides it was given to me by a dear friend many years ago. We seldom write each other, & probably never shall see each other again, & yet the friendship is one which life itself only shall end. Such will be the friendship I hope, and I but re-echo your own thought expressed differently, that has been established so happily during our stay at Kingsmere.

It has been a great joy to me to see the mutual delight you & my husband ~~& my husband~~ have found in each others company. After all the deep, sympathetic, mutual friendships are rare in this life & we prize very highly those few we do find. Such I feel are the possibilities of the relationship between you & ourselves. It is perhaps presumption on my part on such slight acquaintance to pretend to know you even so little, but to me your literary tastes, your ideals, your worthy ambitions as revealed to me in our but two few conversations, all so harmonize with our own.

Then too I feel that I know you so much better because of our sojourn in your beautiful apartments. I never was in an atmosphere

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which breathed so unmistakably & eloquently of the spirit which created it. Each picture, each book, each object spoke to me of its owner & so constantly did I feel your actual presence that I almost turned to ask you some question or speak my thoughts to you.

My husband has already expressed to you in writing a little of his appreciation of your kindness to us and I myself would like to say how greatly I appreciate the tribute you paid us in allowing us to ~~enjoy~~ a home which expresses so much of your self & in which almost everything contains a memory dear to you.

I shall not forget too, our climb up the mountain; how you blindfolded us, led us to the highest point & then gave us the vision. May this be symbolical of our friendship and of it must be that we shall go down into the valley for a while" may it only be for the purpose of rising again to greater heights and getting the greater vision.

From your letter I picture you walking up & down your verandah, singing that familiar beautiful hymn. I realize that you must miss so much that dear one so dear to you yet "lost awhile" I think your letter must have contained a double meaning. And I want to say now what I failed to say when I was with you.

When you just came to Kingsmere I knew how lonely you must be how deeply you must miss your dear mother. When you rose apologized for your preoccupied mind (which was not necessary) I knew only too well how thick & fast memories must be crowding in but just then it was

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realize the solution to the labour problem. how magnificent that shall be alone.

I shall wait with great impatience for the publication of your book. I do not forget that I was the first to see the prospectus. Please dont allow others to impose on your generous nature & dissipate your time. I am so jealous lest some one else may get your thoughts & publish them before you & you lose the reward of your labours.

I appreciate the thought of your sending me my chair yourself instead of delegating it to Mr McLaren It forms another little link in the chain of friendship.

I gave Ira your message & I can assure you your friendship means much to him and he has spoken much of you since we

35333

was impossible for me to speak for the sympathy was too deep. There are moments in life when the heart fails us & words & then we must trust to silent sympathy. If there is comfort to record it is felt but if not mere words cannot convey it. But this I do want to say that of his gazing on those pictures of your mother & from hearing what others have said of her. I know you have a great inheritance & I believe you are worthy of it. You will not fail such a beautiful noble mother. How proud she must have been of you in the work you are undertaking & in the making of your book. To do the task you are undertaking is gigantic but magnificent. If you but begin to put into operation the ideals expressed in your book, if you but make men

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left Ottawa.

Hoping that it will be our good fortune to see you again as we pass through Ottawa on our way home in August.

I am, Yours sincerely
Margaret Dew Mackay

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35335

INTERNATIONAL HARVESTER COMPANY
[redacted] INC.

MANUFACTURER OF THE
"CHAMPION" "DEERING" "McCORMICK" "MILWAUKEE" "PLANO"
"OSBORNE"
HARVESTERS AND OTHER LINES OF MACHINERY

OFFICE OF
DIVISION MANAGER

EXPERIMENTAL DEPARTMENT
PURCHASING DEPARTMENT
TRAFFIC DEPARTMENT
PATENT DEPARTMENT

HARVESTER BUILDING
CHICAGO, November 1, 1918.

My dear Mr. King:-

When we parted at the Blackstone Hotel I promised to mail you a list giving the names of the directors of our Company. I enclose such a list herewith and have checked in pencil, the names of the gentlemen you met at the conference here.

In addition to these, you met Mr. A.H.Young, head of our Industrial Relation Department; Judge Post, a member of the Law Department; Mr. John G. Wood, Works Manager, Mr. Chris Borg, Works Manager, Mr. Halverson, Works Manager, Mr. Geo. Rice, Works Manager, Mr. Biggert, Works Manager and Mr. W. V. Couchman, Division Manager in charge of sales.

Mr. Young and Mr. Post are now engaged in redrafting our proposed plan, after which we hope we may have an opportunity to receive your further suggestions and criticisms.

With personal regards, I am

Very truly yours,

A. E. McKinstry
FHH

Mr. W.L. MacKenzie King,
Brown Palace Hotel,
Denver, Colo.

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BOARD OF DIRECTORS

1919.		
✓	James Deering,	1120 Home Insurance Bldg., Chicago.
✓	John J. Glessner,	606 South Michigan Ave., "
✓	Harold F. McCormick,	" " " " "
	George W. Perkins,	71 Broadway, New York City.
	George A. Ranney,	606 South Michigan Ave., Chicago.
1920.		
	Charles Deering,	1120 Home Insurance Bldg., Chicago.
	Thomas W. Lamont,	23 Wall Street, New York City.
	William J. Louderback,	1120 Home Insurance Bldg., Chicago.
✓	Cyrus H. McCormick,	606 South Michigan Ave., "
	John J. Mitchell,	Illinois Trust & Savings Bank "
1921.		
✓	Edgar A. Bancroft,	606 South Michigan Ave., Chicago.
	John A. Chapman,	234 S. LaSalle Street, "
	Richard F. Howe,	Room 621, Army Bldg. "D" 4½ Street and Missouri Ave., N.W., Washington, D. C.
	Thomas D. Jones,	140 South Dearborn St., Chicago.
✓	John P. Wilson,	140 " " " "

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Mr Bancroft
Judge Pobt
Mr Reay
Mr Couchman
Mr Young
Mr Wood
Mr Borg-
Mr Biggert
Mr Rice
Mr Halvorson

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35338

November 3, 1918

Mr. A. E. McKinstry,
Division Manager, International Harvester Company, Inc.,
Harvester Building,
Chicago, Illinois.

My dear Mr. McKinstry:

I thank you for your kind letter of November 1, enclosing the list of names of the Directors of the International Harvester Company, and the names of the other gentlemen whom I had the pleasure of meeting on Tuesday last.

I am looking forward with pleasure to seeing the re-draft of the proposed plan, and shall be pleased indeed to have an opportunity of looking it over and writing you further.

I return with many thanks the handkerchief you so so kindly loaned me on Tuesday morning. I should also like to thank you again for your kindness in placing your car at my disposal on Tuesday night, as well as for many other courtesies shown me during the course of the day.

With kind personal regards, Believe me,

Yours very truly,

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35339

INTERNATIONAL HARVESTER COMPANY
[redacted] INC.

MANUFACTURER OF THE
"CHAMPION" "DEERING" "McCORMICK" "MILWAUKEE" "PLANO"
"OSBORNE"
HARVESTERS AND OTHER LINES OF MACHINERY

OFFICE OF
DIVISION MANAGER

EXPERIMENTAL DEPARTMENT
PURCHASING DEPARTMENT
TRAFFIC DEPARTMENT
PATENT DEPARTMENT

HARVESTER BUILDING
CHICAGO, Nov. 14, 1918.

Mr. W. L. Mackenzie King,
Brown Palace Hotel,
Denver, Colo.

My dear Mr. King:

I have your letter of the 3rd, and, in reply, have to acknowledge the receipt of the handkerchief and to say that I was happy to be in position to serve you with the car.

Since your departure, we have had two meetings with the heads of our departments to consider the problem of industrial relations. The first meeting was held on Friday of last week with Mr. Perkins present, when the subject was discussed frankly and fully with our works managers. On the following day, Saturday, we had a full meeting of all our superintendents, sixteen in number. We devoted the entire afternoon to a full consideration of the problems involved; and when the meeting closed nine of the superintendents voted in favor of a plan of some kind and seven were in opposition to it.

We now have a draft of the plan in the hands of each superintendent, with the understanding that after full and mature consideration each one is to state in writing his suggestions and recommendations, after which it is understood that Mr. Young and Judge Post will draw a further draft in the light of these recommendations and suggestions. Final action has not been taken, nor will final conclusions be reached until after this further study and preliminary work is completed. When we have the draft finally redrawn, I shall be glad to mail you a copy of it.

With personal regards and best wishes, I am

Yours very truly,

A. E. McKinstry

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November 17, 1918

Mr. A. E. McKinstry,
Division Manager,
The International Harvester Company,
Chicago, Illinois.

My dear Mr. McKinstry:

I am pleased to have the particulars contained in your letter of the 14th instant, just received. I shall await with interest the redrawn draft of the plan of industrial representation, which has been submitted to your superintendents for comment and suggestion.

It begins to look as though I shall be able to complete my work here by the end of this month, in which event it may be that I shall find it possible to be in Chicago before your plan is finally adopted. I mention this just in case matters should so shape themselves that another conference would be possible, or preferable to exchange of communications.

With kind regards, Believe me,

Yours sincerely,

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35341

INTERNATIONAL HARVESTER COMPANY
[redacted] INC.

MANUFACTURER OF THE
"CHAMPION" "DEERING" "McCORMICK" "MILWAUKEE" "PLANO"
"OSBORNE"
HARVESTERS AND OTHER LINES OF MACHINERY

OFFICE OF
DIVISION MANAGER

EXPERIMENTAL DEPARTMENT
PURCHASING DEPARTMENT
TRAFFIC DEPARTMENT
PATENT DEPARTMENT

HARVESTER BUILDING
CHICAGO, Nov. 23, 1918.

Mr. W. L. Mackenzie King,
C/o The Brown Palace Hotel,
Denver, Colo.

My dear Mr. King:

I have your letter of the 17th and, in reply, regret to say that we are not making the progress we had hoped for with the redraft of our industrial relation plan. In my previous letter, I think I stated that we had called a meeting of the superintendents of all of our works and found, as we had expected, a divided opinion on the subject.

We are at present engaged in an effort to get from each superintendent his views, suggestions and criticisms in writing, with the hope that in the added suggestions and information we may find much that is good and constructive. We had hoped to have our plan redrafted this week, but have been disappointed in getting in reports from all superintendents. The subject will have to go over to next week at the earliest; and, with the tension relieved as it has been by the striking change in conditions, the plan may be deferred even beyond next week.

If, after completing your mission at Denver, you return by way of Chicago, we would appreciate it if you will plan to spend a day with us here. We may not have our draft ready to release, but we shall at any rate greatly appreciate another opportunity to confer with you in regard to the matters involved.

Yours very truly,

W. L. Mackenzie King

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35342

December 1, 1918

Mr. A. E. McKinstry,
The International Harvester Company,
606 South Michigan Avenue,
Chicago, Illinois.

Dear Mr. McKinstry:

This letter is just to tell you that I expect to leave Denver on Tuesday night of this week, and to arrive in Chicago early Thursday morning. I am keeping Thursday and Friday free of engagements, so as to have either or both of these days available for purposes of conference with officers of the International Harvester Company should you so desire. If convenient, perhaps you would address to me, at the Blackstone Hotel, a letter which I could receive on arrival, letting me know what you may propose for Thursday. You may count with reasonable certainty on my being able to fall in with any plans you may arrange.

If anything should occur here to delay my departure for a day or longer, I shall wire you immediately. Failing receipt of a further communication, please expect me on Thursday.

Yours very sincerely,

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CANADIAN PACIFIC R'Y. CO.'S TELEGRAPH

FORM T. D. 1

TELEGRAM

CABLE CONNECTIONS TO ALL PARTS OF THE WORLD

J. McMILLAN, Manager Telegraphs, Montreal

25243 18.3.

[2J RAP 52

RC MONTREAL APR 10-18

HON MACKENZIE KING

RIDEAU CLUB

OTTAWA ONT

303

AM PERSONALLY ASSISTING TO RAISE ONE HUNDRED & FIFTY THOUSAND DOLLARS FOR YOUNG WOMENS CHRISTIAN ASSN MONTREAL TO PROVIDE ACCOMODATION FOR GIRLS TAKING PLACES OF MEN GONE OVERSEAS CAN YOU GET MR ROCKEFELLER JR TO HELP US YOUR INFLUENCE I AM SURE WILL BE VERY EFFECTIVE IN THIS GOOD CAUSE ANSWER RITZ

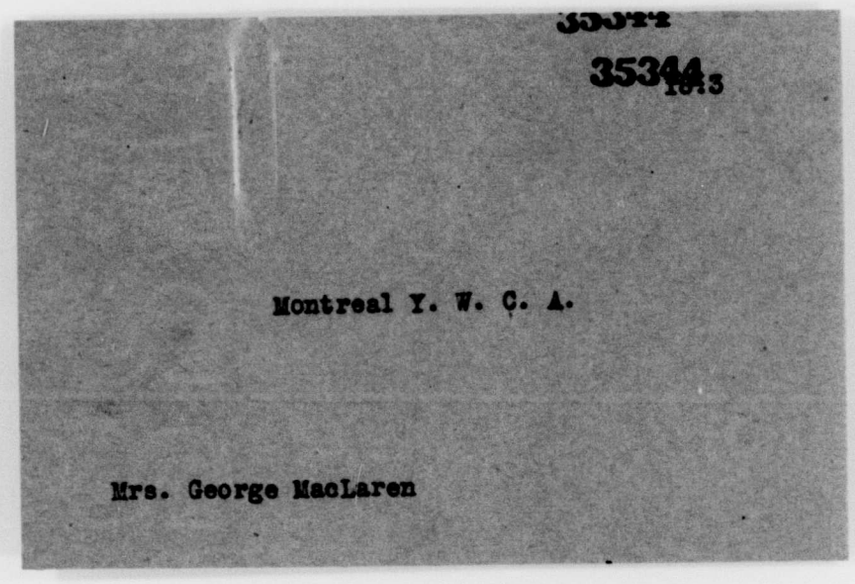
EVELYN W MACLAREN (Mrs George Maclaren).

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35345

The Roxborough,
Ottawa, January 26, 1918.

Hon. A. K. Maclean, M.P.,
Ottawa.

My dear Maclean:

After our talk of some weeks ago, I deemed the subject you brought up so important that I felt it would be unwise to risk delay in the matter of communicating with the Rockefeller Foundation concerning it. Accordingly, on the morning after our talk I wrote the President of the Foundation in the terms of a letter a copy of which I enclose.

Some days later, I received from Mr. Macgillivray a communication on behalf of the Blind, as well as of citizens of Halifax, which was in the nature of an application to the Rockefeller Foundation for assistance. I was laid up in the hospital with a bad shoulder at the time of its receipt, or would have tried to see you concerning it. However, having gained priority for you in the matter of preferring a request, I forwarded Mr. Macgillivray's letter, and wrote him mentioning that, prior to its receipt, I had already taken steps at your instance to ascertain whether an application, if sent in, would receive favorable consideration.

The letter just received from Dr. Vincent of the Foundation reveals the considerations of which the Foundation is obliged to take account. I am sending a copy of this letter to Mr. Macgillivray, as well as to yourself. Perhaps you would each let me have your reply, which I can forward to the Foundation, and the matter can then be further considered before any public appeal is made. In writing Mr. Macgillivray, I mentioned the advisability of treating the matter in a tentative way until we saw what the outcome was likely to be.

Yours sincerely,

W. L. MACKENZIE KING

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PRIVY COUNCIL
CANADA

Ottawa, January 30th, 1918.

My dear King,

I beg to thank you for your letter of the 26th instant, and the letter from Dr. George E. Vincent enclosed therein.

I do not know that I can say much to you at the moment but I hope that some day soon we shall have an opportunity of talking the matter over together.

It does not seem to me as if they received the suggestion very favourably, and probably we had better drop the matter.

Yours very truly,

R K MacLean

Honourable W. L. Mackenzie King,
The Roxborough,
O t t a w a .

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35347

PRIVY COUNCIL
CANADA

Ottawa, February 6th, 1918.

Dear Sir,

I am desired by the Honourable A. K. Maclean to send you the enclosed copy of an Order in Council appointing a sub-committee of Council to deal with applications for pensions, etc.

Yours truly,

P. Ward

Private Secretary.

Enclosure:

Honourable W. L. Mackenzie King,
O t t a w a .

Acknowledged by card. Feb. 7. 1918.

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C o p y

Certified copy of a Report of the Committee of the Privy Council, approved by His Excellency the Governor General on the 25th January, 1918.

The Committee of the Privy Council, on the recommendation of the Right Honourable Sir Robert L. Borden, the Prime Minister, advise that a sub-committee of Council be appointed to take into consideration all applications for special pensions, annuities, gratuities, honorariums, etc., and that the sub-committee shall consist of the following:-

The Minister of Justice
The Secretary of State
The Minister of Immigration and Colonization
The Hon. A. K. Maclean, and
The Hon. G. D. Robertson

(Signed) F. K. Bennetts

Asst. Clerk of the Privy Council

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PRIVY COUNCIL
CANADA

Office of the Vice-Chairman
Reconstruction and Development Committee

Ottawa, April 11, 1918.

Dear Sir,

I beg to acknowledge receipt of your letter of the 10th instant, to the Honourable A. K. Maclean, and to inform you that through absence from Ottawa the Minister very much regrets his inability to accept your kind invitation.

Yours very truly,

A. W. Ward

Private Secretary.

Hon. W. L. Mackenzie King,
The Roxborough,
O t t a w a.

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35350

BOARD OF RAILWAY COMMISSIONERS FOR CANADA

Ottawa,
April 12/18.

Hon.W.L.MacKenzie King,
The Roxborough,
Ottawa.

My dear King,-

Thank you very much for your kind invitation to take dinner with you on Saturday evening to meet Mr.John D.Rockefeller. It will give me much pleasure to take advantage of your invitation.

Yours very truly,

L. Drayton

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35351

9th April 1918.

My dear King.

It will be a great pleasure for me to accept your kind invitation for dinner on Friday evening next at 8 o'clock & thank you kindly for it.

Yours sincerely,

A Rembleton

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35352

365 Metcalfe Ave.
Westmount
3rd June 1918.

My dear Lucy,

You will be receiving very shortly an invitation to address next fall the Montreal Women's Liberal Association (English-speaking section).

I hope your plans will not far distant future?
If so don't fail to look me up.

Sincerely yours,
A. K. McMaster.

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permit of your doing so.
It is not an easy task
our English speaking liberal
women have set themselves,
but they are going about it
in carriages fashion ↑
propose holding a number
of meetings next autumn ×
writer at which address
a Canadian historical

subject will be delivered,
I believe the Duchess are writing on
with him & Lady Tweedsmuir keep
them.
Hope that you are busy once
a Hope that you had each
with you. Sincere
affectionately yours
Will you be kind enough to
see that the enclosed is
mailed to Montreal.

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35354

June 16, 1918.

Mr. A. R. McMaster, K.C., M.P.,
365 Metcalfe Avenue,
Westmount, Que., Canada.

My dear McMaster:

I have received here your kind letter of the 3rd instant. You may be sure it will be a pleasure to me ✓ address the Montreal Women's Liberal Association some time in the fall.

Before that time arrives, however, I hope we shall have opportunity for a good talk together. I shall have to decide between now and the end of the year just what my future course, so far as Canadian public affairs are concerned, may be. ✓ The opportunities I have on this side for useful and far-reaching work are expanding and increasing every day, and it may be that my greatest service to social problems and interests can best be given on this side of the line. My personal preference, however, will ever be for my own country, and I shall be happy indeed if the turn of events makes possible a continued unbroken relationship with the Dominion and its affairs.

I am returning to Ottawa tomorrow, after having had an interesting three weeks in this State, going through mines, steel mills, and other industrial establishments, studying labor conditions. I expect to visit a few establishments in Chicago and Detroit on the way back, and may even spend a day or two in Washington; but I hope to be at my little country cottage at Kingsmere for the summer, to get out of the way in that time the book on which I have been working during the last year or two.

Hoping to see you soon, and with kindest regards,
Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

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35355

Dictated at The Harvard Club,
27 West 44th Street,
New York, April 25, 1918.

Mr. George P. Brett,
The Macmillan Company,
64 Fifth Avenue,
New York.

Re Manuscript, "INDUSTRY AND HUMANITY".

Dear Mr. Brett:

Referring to our conversation over the phone this morning, my understanding is that you hope to be able to discuss with me on Monday next the question of the publication of this volume by the Macmillan Company, the nature of the contract which the Company will be prepared to make should it accept the manuscript, and what the Company would be prepared to do towards defraying the expense of a preliminary edition, to be printed for private circulation with a view to revisions and amendments before the publication of the volume in completed form.

As mentioned in conversation over the phone, the last chapter is but a preliminary draft of one half of the whole. The entire work will have to be gone over with a view to rearranging its parts and eliminating repetitions of ideas and expressions. I could undertake, I think, to have the work completed for final printing before the end of May, and were satisfactory arrangements to be made, might arrange to supply some of the copy for galley proofs almost immediately.
I should be glad to consider, with respect to final arrangements, any suggestions you may care to make.

I am leaving this morning for Baltimore, and expect to return to New York at the end of this week. My address while in New York is The Harvard Club, 27 West 44th Street.
My permanent address is The Roxborough, Ottawa, Canada.

I shall communicate with you on Monday morning as to a convenient hour for an interview.

Yours very truly,

WLMK.

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S. S. Espagne 35356

4/2/18

address as
105 Madison Ave.
Toronto

Dear Willie.

I hope ere now, you have received my letter.
It fills me with such sadness to know that I am too late to see your Loved one. I did so hope that it would be granted to me, & yet I am thankful her sufferings are over.
As you see I am bound for home, but not expecting to see you, I am writing this now, for I want to talk business & confidentially at that.
There is a nursing sister who has been working for the French since 1915 & who is very keen to remain with them but, having spent nearly all her savings is unable to do so, unless financed by someone. She is enrolled with the C.A.M.C. but has not joined up being, up to the present attached to the French who need nursing care, more than the English or Canadians (by the proper Heads)

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It has occurred to me that you might know someone who prefers contributing towards 'the War' in this way instead by giving a large sum to Red Cross Societies & the like. We have one sister already supported in this way.

It would cost 7s per month & he would have to say for how long he cares to do this. I can send you all the references you like. She has already been recommended for the Croix de Guerre & this matron is loth to give her up to the Canadians.

She has to return to one of the two armies on April 1st. So you might keep it in mind & if you find someone by the middle of March you will be doing a good turn.

You are not the only one with whom I am communicating for I am sure it can be done if we only try hard enough or — perhaps I should say — if we only had faith.

I wonder if there is any chance of your having a little rest somewhere? You certainly need it. I've been wondering how your book is getting along. Your letter was most interesting.

All good wishes as ever from

yr. old friend

Helen M. McCormack

C.A.R.C. attached to F.A.N.C.

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35358

San Quentin, California.
February 15, 1918.

Mr. W. M. L. King,
Ottawa, Canada.

Dear Mr. King:

Methinks that you have long since came to the conclusion that I am very derilict in my correspondence. I am well aware of it and offer no excuse other than to say that under the circumstances any real correspondence is absolutely impossible.

Your welcome letter of last September 28, as well as the pamphlet of the Cincinnati address came to hand in due time. Kindly accept my belated thanks for the latter as well as for your newsy letter.

I noted your statements as to your hurried visits to New York with interest; personally I have heard nothing tangible from there as to the matters we talked over when you were out this way.

As to your New Year card and the clipping which accompanied it, words are inadequate to express ones real feelings in the premises; at least that has always been my position. To me it has always seemed that when one has a great personal sorrow mere words of sympathy and condolence are peurile.

One thing I know. It is that your great loss brought home to me very forcibly that I too have a similar experience to look forward to and I think that you will readily agree with me when I say that I shrink when ever it is borne in on me.

That is one reason why I made the request of you that I did; in fact it was the principle reason.

In closing your letter you spoke of the terrible pass world affairs had come to. It seems that the human brotherhood and the Christ spirit that you wrote of retreats instead of advances. It is a sad commentary.

Hoping to have a line fromyou at your convenience or if anything of importance should develop, I am with all good wishes,

Sincerely your friend, J. J. McNamara.

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San Quentin, California. **35359**

February 15, 1918.

My dear Mr. King:

Under even date I wrote you a short letter in the regular way; this one is being sent indirectly. In it I want to touch on two matters that I did not want to mention in the regular letter.

One is that I gave your name and address to one of my recent visitors from the Southern part of the State. They are very fortunately situated as a great deal can be done in that vicinity and they stand ready and willing to assist the writer in any way that they can. They may correspond with you and give you a brief outline of the lay of the land as regards my affairs, what must be done, etc., etc.

The other item is that if it is at all possible to get an expression of opinion from the New York end I would appreciate it immensely. When possible, public officials are prone to shift responsibility to other shoulders. This affects me as follows: one set of persons say that it impossible for them to act in our particular case owing to pending indictments, it being readily admitted however that nothing further will ever come of them because they are really part and parcel of the charges on which we have been sentenced. Another set of persons take the position that these indictments, which are simply cluttering up the records , should be dismissed and the matter cleaned up. Only recently the prosecuting attorney said that he should have dismissed these duplicate charges a long time ago and in the same breath raises the question as to what the people will think if he does it at this late day.

Between the procrastination of the two groups we continue to suffer.

I feel confident that if the person we talked of understood the situation as it exists he would be only too glad to give an expression of opinion to the effect that they would not object to action being taken that would remove the technicalities that stand in the way of having this matter cleared up in all its angles.

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W. L. M. K.--2--

Would you be so kind as to bear this matter in mind and if the opportunity presented itself endeavor to obtain such an expression of opinion as I have referred to in the preceeding paragraph?

On all sides and from all sources we hear much of the new spirit that should govern in order that unrest and dissatisfaction, particularly of an industrial character, may be removed in so far as it is possible.

Favorable action in this particular instance would go a long way toward convincing me of the sincerity of these protestations. On the other hand continued inaction can only give rise to the opinion that such high sounding phrases are largely hypocritical and that the old miserable doctrine of hate and the pound of flesh are still predominant.

While there are some matters that I may with propriety bring to your attention that may be mutually beneficial, I do not want to take up any more of your time than I have already, for I feel that your time is always pretty thoroughly taken up. Then again, letters are very unsatisfactory channels for most purposes.

With the hope that you are in good health and spirits and that I may have the pleasure of hearing from you ere long, I am, as always,

Your friend,

J. J. McNamara

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CANADA

102(13) 35361

The Roxborough,
Ottawa, March 9, 1918.

Mr. J. E. Macpherson,
Honorary Secretary, The Canadian Club of Ottawa,
Ottawa.

Dear Mr. Macpherson:

This note is just to confirm my communication with you over the phone yesterday, which I do by quoting the following telegram from Mr. Rockefeller, and the reply sent:

New York, March 8.

W.L.Mackenzie King,
Ottawa.

First week in April impossible for Montreal; second satisfactory. If agreeable then to Ottawa will speak in Montreal Friday noon April twelfth, in Ottawa Saturday noon April thirteenth. Please telegraph.
John D. Rockefeller, Jr.

Ottawa, March 8.

John D. Rockefeller, Jr.,
New York.

Saturday April thirteenth suits Ottawa admirably. Club desires me extend cordial thanks.
W. L. Mackenzie King.

Perhaps you will yourself confirm the date on behalf of the Club.

Yours sincerely,

W. L. MACKENZIE KING

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CANADA

102(13) 35362

The Roxborough,
Ottawa, March 13, 1918.

Mr. J. E. Macpherson,
Honorary Secretary,
The Canadian Club of Ottawa,
Ottawa.

Dear Mr. Macpherson:

Mr. Mackenzie King wishes me to let you know of the receipt of a telegram from Mr. John D. Rockefeller, Jr., which reads as follows:

"Letter and telegram received. Glad to accept invitation from Ottawa for Saturday noon, April thirteenth."

Yours faithfully,

F. A. McGREGOR

Private Secretary.

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35363

60, QUEEN STREET,
OTTAWA.

3rd May, 1918.

The Hon. W. L. Mackenzie King,
Roxborough Apts.,
Ottawa.

My dear King:-

I have been delegated by the District Council of the Boy Scouts Association, of which Mr. Gilbert Fauquier is President, to ask your support of their present effort to raise $10,000, necessary if their good work is to be carried on and extended.

There are now 650 active Boy Scouts in Ottawa, only ten per cent. of the number of boys of Scout age who should be reached. The carrying on of this work necessarily involves permanent employees and expense for material, etc., far beyond the means of the troops.

The value of the training and of the Boy Scout discipline is undoubted. At this time the discipline particularly is a vital necessity. Owing to the absence of fathers and older brothers on war service, male juvenile delinquencies have heavily increased, just in proportion to the extent of enlistment in the different parts of the world. For instance, in England there is a fifty per cent increase; in Toronto, thirty per cent; in Ottawa, ten per cent. Enrollment as a Scout will have an effective counteracting influence on any boy who might otherwise get into youthful trouble because of the absence of paternal control.

There is no doubt of the value and growing importance of the work, but its extent is limited by narrow means. Our plans, in which we now have the co-operation of the School Boards, &c., will rapidly extend the work if means are provided, and a substantial subscription for that purpose is an investment bringing big returns.

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35364

60, QUEEN STREET,
OTTAWA.

I enclose some printed matter in appeal, which we hope may result in a substantial subscription. We have already received a number of subscriptions, several of them of $500, and hope that the object may appeal to your generosity.

Faithfully yours,

J. Edmund Macpherson

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35365

The Roxborough,
Ottawa, May 11,.1918.

Mr. J. E. Macpherson,
60 Queen Street,
Ottawa.

My dear Macpherson:

I received, on my return from New York the day before yesterday, your letter of the 3rd instant on behalf of the Boy Scouts Association.

I should gladly make a contribution towards this organization were there not a number of other appeals to which I feel obliged to give a prior consideration. I have been obliged this year to consider rather carefully the extent to which it is going to be possible to meet patriotic and other demands which I feel have a claim on such outlays as it is possible for me to make.

Another year, I may be in a position to include the Boy Scouts; but obligations arising out of heavy expenditures last year, as well as readjustments that it may be necessary to make during the present year, oblige me to refrain from giving support in many directions in which otherwise I should be only too happy to be of service.

I much appreciate your kindness in writing me on behalf of the Association, and only regret that I cannot at

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the moment see my way to send the kind of reply which I should like to be able to send.

Yours very truly,

W. L. MACKENZIE KING

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35367 AND INDUSTRIAL RELATIONS
INDUSTRY AND HUMANITY

The Roxborough,
Ottawa, December 30, 1918

Mr. Robert Maisel,
Director, American Alliance for Labor and Democracy,
280 Broadway,
New York.

Dear Mr. Maisel:

I have written the publishers, the Houghton Mifflin Company of Boston, to send you a copy of my book, INDUSTRY AND HUMANITY, with which I have asked them to enclose an author's slip which I am sending to them. Please accept the volume with my best wishes for the New Year. I shall count on your keeping your promise to send me a perfectly frank criticism of the book's contents.

I saw Mr. R. on Saturday afternoon, and acquainted him with the particulars of the work of your organization, which you so kindly gave me in the morning. I also mentioned that you had told me it was your intention to write him yourself. He spoke as appreciatively as you did of the luncheon of the day before, which I really think was in every way a memorable and helpful occasion.

I need not say how much I hope that your endeavors to unite Labor and Capital in closer sympathy and recognition of their common interests may be crowned with success. There is no finer service to be rendered mankind in our day.

With kind remembrances, Believe me,

Yours very truly,

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[4]

life - perhaps it is the
weakness that were the
pleasures - I do not know.
I think so.
- Yes. I did want your
beautiful words at the
Biltmore & ever since I have
understood you better -
- true - your devotion to
me was a marvellously
beautiful thing yet I

[17]

53 West 58th St.
Feb 12th 1918

35368

(Mrs Rhinelander
(in private life
Mrs Percy Pyne
(Madison Ave)

My Peter -

How good of you to
write me that beautiful
letter which I read with
tears in my eyes - your
griefs, your great good-
ness in telling me these
things & what it is to
me to have your friendship -

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such that it means some-
thing to you as well as to
me. I am so pleased if
that we have been to-
things really help you, it
seems to me & for myself
I can't see a bit of indis-
cretion in keeping a practice
goes with it, how comes
it to be Mackenzie if we are
indeed friends with a
liberal that shall, I dare,

[23]

[33]

& spiritual as well?
— I suppose there are
things, I
to keep
Cannes
it- it
keep up
Mackenzie
that, it
I
it
to
[illegible]
that Mackenzie & King are
a bit [illegible] there
[illegible]
[illegible]
[illegible]

[8]

in Canada, it's a big, splendid Canadian idea, of course, but I mean it here in it Miscellaneous form. The kind that extracts the pure from the money — I can't find words for all I want to tell for you. It's all good. I assure you.

Ever sincerely Wm

Marguerite Malcolm

Please tear this letter over & take it up to Ottawa since it didn't seem "nice" enough just now to send you. But I can get my fingers on the fault & it shan't happen again!

[5]

35370

2

Do feel that it was a true that was said & that you were fortunate in receiving, not too late as is the case with so many, that you were the receiver of the dots.

- You will see where I am by the letter I.D. - a very good place for me too, for I do require new ways of looking at things! - I venture very appointment to a Commander in

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35371

[6]

the Diary that his wife & Cilita
Dow might be with him for
two months, until his duties
Ottawa Commons, Senate, & Office
known there, then, again!
If it suits the 2nd of March
I go back to 780 Park Ave. it
is paper to address me there
after that.
- I cannot quite see you
how grateful I am to you
for telling me about Cilita
Count & friendship for
Mina & I do feel, it indeed

[7]

We have come through
Niles, last run
Next the Baltimore
Pan American Exposition
a few miles
from Niagara Falls
a beautiful,
& Mrs Gray
Lewis & Dryden
- Yes Buffalo
Next, Utica
Troy, Albany
Pittsfield
Worcester
Boston

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[1]

W. L. Grazier Cottage 35372

Northeast Harbor Me

July 18th 1918

Dear Rex —

I feel, probably, I should have written you much sooner tho' I owe you a debt to tell you how sorry I was not to see you that day you passed thro' town. Unfortunately the telephone number my sister gave you was one

Marguerite Carnegie

[4]

who can't answer calls — It has bothered me a good deal since I wrote that letter from Washington —

— I wish you were at Pleasing with Mr Rockefeller & we could go down on the yacht & sail & exchange ideas — Mt Desert is really a beautiful spot & it would be fine to see you here, at all events. I wish the best wishes in the world for you — Yrs very sincerely

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[2]

the gift from the Social Register
- not from my list - & at the
moment I do not recall
that Mrs. Gilbert's number is
now a private one - I feel
you must have been per-
plexed indeed if you tried
to telephone me. I am so
sorry!
- I have asked myself
a million "Whys" but I do
not try to answer any why
definitely or think why
much for I feel if I never

35373

[3]

Enjoy this
Give to
Thing
- the
line - in
& you
Recall
I know,
circle
I Supt of
Board

[4]

& Yours - & I have no hesitation in leaving Ottawa at once. Will return by the elevator

35374 [3]

August 11th 1918

NORTH EAST HARBOR
MAINE

Dear Rex -

I am leaving here tomorrow for a day or two in Conn & then home - Please don't ever look this way again after 190 - ! In July I pass your residence to send me a wire the day before, thinking it might interfere

& Yours - & I have no hesitation in leaving Ottawa at once. Will return by the elevator - It's a big mean's job there & says must write to Lincoln to give me your title W'd he DO leaving the Province - Bless you!

- Must you have riddles time - it is easy to see I am treating it lightly? - You see I'm not willing to "trade" any "thoughts" of limitations I have of to you!

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35375 [2]

while they [illegible] that
you might [illegible] to change
yours at the last moment
- always do it, Mackenzie,
When there is any chance
of my seeing you - I can
always do the other things
& can so seldom see you
- I never will mind the
least while giving way to
something more important -
- and then you trying
to take them me so late

[3]
the night evening when we [illegible]
Chamberlain [illegible] against it - if
you would [illegible] it - if
it would [illegible] & speak to me -
it would be curious & way to
succeed - like Balfour [illegible] -
house [illegible]
ADT I [illegible] of the house - for W.L.
Mackenzie [illegible] want to [illegible]
all to me, [illegible] - I [illegible]
- It is [illegible] & [illegible]
being [illegible] & [illegible]

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[8]

– There is a dear little
Cuckoo garden here only
a few yards away from
the House & fir trees & wild
things growing all about
it & then this 2/10ths of
cultivation & forest – Corn
Crops
Coast in all things & make
a very strong appeal to
me –

– This is one of the big
places of N. E. owned by
some friends of mine who

E 35376 [53]

NORTH EAST HARBOR
MAINE

You could see you weren't
a bit of a genius & Dear
only the Trees deep it is
– "To do with little trouble
that which cannot be
done by the ordinary man
with deep amount of
trouble" – Carlyle cut this!
– I owe the Lieutenant for
what you are doing to
England to study the
conditions there – It seems

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CANADA

33577
35377

[6]

to me the war will be even
a greater tragedy if every
horrible good is not very
much increased after it.
good must come someday
if one believes in a spirit
of eternal justice that
it intent one seeing forces
where the outcome except
confusion" & its key idea
that is just what he is
intent one - but its

[7]

price & those
suffering
& this he
- I am
very clear
deepen
Conscientious
Cruelty is
but a
cause? If
- I'm certain

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[12]

Sheffield - "Good-bye"
Are we to Sheffield
Canada Mean days -!
- I love the name of
your little college & re-
member you take me, be-
cause it is your home.
The Lawrenceville hills
are so beautiful - I
love your hills too, you know
& that I hope Mt. Wm. Kingsley -

Magnificent Cathedrals in Spain, Italy & France

9 35378 [9]

NORTH EAST HARBOR
MAINE

Mean everything
in this world but Catholic.
Mean - it makes one feel
that the problems of
the poor are not always
the most pathetic -
- Mt. R's home is a
large one, very on the
of a small mountain -
With beautiful private
roads - I rode in a little

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35379

way the Rev. Keep Chinchen
to that millionaire Chinese
that you might Turn the
Corner - (you slide a Rem.
Tuxedo!) & I would say,
"Want one!" & you would say,
"Want one!" -
- I love this Cocktail
to hear the waiter, one
gets to many "Highballs"
- Limerick & Limerick
- "Rex Cleaners & Rex

Cuerello - " & I cut right a
Limelight Rex Theatre
- - for the Rex Theatre
don't you "Royal Eye", The
if you Colonial Cafe is
to the ea - Pelican Cafe
for if you Rex Theatre Bruegga & This
Wilcox Cafe - & I read this side
- Rex Cleaners Rex -
for Rex Theatre Rex

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CANADA

[4]

here, 431 Rhinestreet
– Always & ever –
Faithfully Wm

B. M.

This means a lot of
cent & dark Billie
Bible – you know it is it
through – don't you? I
hoped to drop my Bible
tokens to get Breezes –
en –

780 Park Ave
Sept 17th 1918

35380

[1]

Dear Rex –

I have rented
this apartment from
the 1st of October for
eight months – &
I am going to 43
W. 58th St / Where

35381

[2]

I was last evening [illegible]
till I came take a breath
in two -
- I have been so
bothering you would
you thank Mr. G. Ba-
for this & I could
see you here, in my
home among my things
& friends then get
then may be a chance

[illegible]

[3]

- Be [illegible] it- if there is —
- I'll [illegible] Bob
it could, I am, Barking
[illegible] by which you
by [illegible] "B
[illegible] 6 Exp "Bob-Ger"
- the [illegible] Ewie - you —
[illegible] 27 Ber —
- the [illegible] Ex 93 W. 57 St
in Bob Regan & Ber, you —

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CANADA



35382

CABLE ADDRESS · PLAZA · NEW YORK

TELEPHONE 1740 PLAZA

THE PLAZA

FIFTH AVENUE 58TH TO 59TH STREETS
AT CENTRAL PARK

New Year's Eve —

THE GREENBRIER
WHITE SULPHUR SPRINGS, W. VA

FRED STERRY
MANAGING DIRECTOR

NEW YORK

Dear Rex - a birthday, a birthday New Years
to you, and I am not going to let it
down with, or any part, any chance
of a misunderstanding between us,
or not giving you a chance of setting
yourself straight with me - I to me
back as that!
- As it seemed to me I thought very
silently when I closed ~~I closed~~
back into that silence of yours, for
I knew, knew can believe it comes
only from the back of the moment
to write in, the pain is too bitter
knowing you, and I do most sincerely
believe a man must acknowledge

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CANADA

all letters from women except those
I am to discuss.
2°. It seemed to me your silence must
come from something deeper - a reason
touching you more closely & that by
giving your silence in return would not
the same gift - certainly no burden
for me & it took a little resistance
breaking out, to overcome
it & do it gracefully.
- Then you both came & forcibly &
determined to wait if it took a few
months - If they thanked my silence
would more be said than yours?
- You note such cases from Mothers
reached me on the 6th. of the 26th.
- They gave me so much pleasure,
it seemed to me they were the
outcome of an impulse that car-
ried a direct message from you to

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CANADA

35385



CABLE ADDRESS · PLAZA · NEW YORK

35384

TELEPHONE 1740 PLAZA

THE PLAZA

FIFTH AVENUE 58TH TO 59TH STREETS
AT CENTRAL PARK

FRED STERRY
MANAGING DIRECTOR

THE GREENBRIER
WHITE SULPHUR SPRINGS, W. VA.

NEW YORK

I made up my mind I would write
you for the New years, like you the
Easter you failed to receive my cus-
tomary X-mas greeting of myself-
— At the very last moment Friday
night last when I took my dog to
see if it was feathered (we had come
in from the Hunter Bro' Annie Com-
mann's door) I found your check &
I was so taken aback and morti-
fied Emmeline as I could be that I
thought that a phone from you dir-
ect here or a wire the day before,
Were you sick in town would have set me

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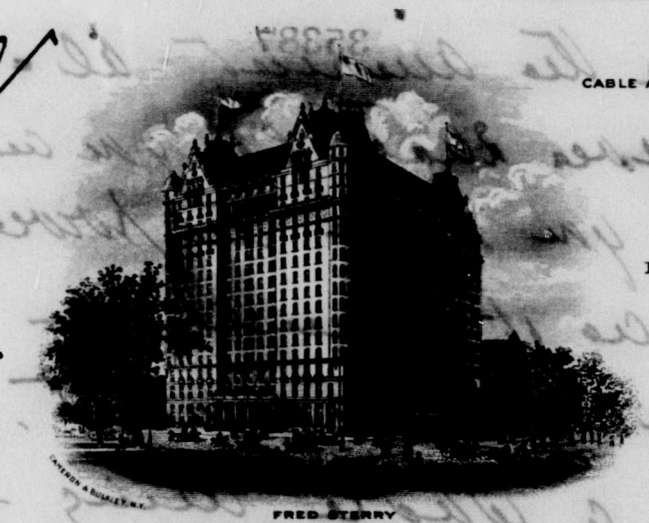
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dear you. I fear I may have wished you
some year sleep at last times but I did
not want to deprive anything.
- I understood you to say you were going
out to Mrs R's for dinner Saturday but
were returning early & will phone me at
once & see you wanted me to go out if
I felt like it, & you will call me a second
time if the first were in vain.
- You came just wagon your sweet lips
I stayed right on the dot - until
one o'clock & not a wink. I thought
you might have stayed all night,
finding it time to telephone me
from there, then I drew a few things
to myself about that!
- Sunday I was asleep not for lunch
dinner & after for some music but before
going I planned you club & they drew
you have left Saturday, for good!

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CANADA



35386

CABLE ADDRESS · PLAZA · NEW YORK

TELEPHONE 1740 PLAZA

THE PLAZA

FIFTH AVENUE 58TH TO 59TH STREETS

AT CENTRAL PARK

FRED STERRY
MANAGING DIRECTOR

THE GREENBRIER
WHITE SULPHUR SPRINGS, W. VA.

NEW YORK

I left very much in case you came
in. He may return at 5.05 I phoned
you back at once back 3.45 P.M. at which
you said you would return about Fifty -
you said at return to see me I know.
— I cannot see you how truly I
feel about it all. The saddest part is
that what is wrong me must affect
what I could say to help you from
getting such a re-action from anyone
ever again.
Dear Rex, I do feel the work you
like to do is the very most worth
while in the whole world - The
part of which my heart is read

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your books and while the amendment already done will mean qualifying you and elevated Mr. Rinfret you have the power to do more, it is, as it stands, a great man's great achievement. I want it made a whole thing - no unfinished ends. I feel, so far as you are able to carry it out, the whole will be, but I leave in my mind & my heart the means as well. I fear the disabilitements which may come & ruin. The words limit which might possibly destroy the whole. - There will be! - I want the rewards for you. I pray God your deep capacity for satisfaction may lead men to you.

"The will to more and more - the will to serve it - the will to

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35388



CABLE ADDRESS · PLAZA · NEW YORK

TELEPHONE 1740 PLAZA

THE PLAZA

FIFTH AVENUE 58TH TO 59TH STREETS
AT CENTRAL PARK

THE GREENBRIER
WHITE SULPHUR SPRINGS, W. VA.

FRED STERRY
MANAGING DIRECTOR

NEW YORK

And all the World agrees" -
- I want to ask your forgiveness
for any pleasure of mine in this
last week & I trust if there is
anything I can ever be permitted
you will let me do so.
Somehow I like to see you & the
things which characterize them
not in your books and I can
scarcely think I can well let you
I did not see you - I pass it
was our decree of "Farewell"
- I imagine ~~they~~ they are -

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CANADA

pronouncement to a conclusive result
some very deep hold of them I can
allayed to some extent.
- Again wishing for the very
best of everything good wishes
for the New Year - Yours -

Yours very sincerely -

Mackenzie Mackenzie

Very sister also asked me to tell you
that the King who the receives very
cordially last night - feeling very
faint - in fact she fainted away.
She took tea to Rya from Winnipeg
that day - some trouble with the
current there & I fear has been
somewhat overdoing at Winnipeg
as well - he has.

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W. L. MACKENZIE KING

The Roxborough,
Ottawa, January 2, 1918.

Mrs. James Carruthers,
8 Gower Street,
London, W.C., England.

My dear Violet:

This is my first letter in the New Year. The line sent you on New Year's Eve was my last communication in the Old.

Ever since dear Mother's death, you have been constantly in my thoughts, and I have sought for time in which to write you. I could not write until there was time, and so the Old Year passed with only the cables which it was possible to send. Both of your cables I duly received. I thank you for them with all my heart. They gave me what I most needed and most wanted, the knowledge that you had received the word I sent, and that in this hour of greatest trial I had your understanding and truest sympathy.

You will have known from other letters that my vigil at my mother's side was much like your own at the side of your dear mother, only that your watch lasted for two years and mine for only one. It was a year all but a few days that my mother had been confined to her bed, and during all that time, with the exception of the period occupied by the campaign in North York, I never left her except to pay one or two necessary and very hurried visits to New York. I realized all through her illness that it was hardly probable that it could prove other than fatal in the end, but as you know, Providence was wonderfully kind in answering my prayers and sparing her to me for the many months we shared together. It was her marvellous will, her simple and steadfast faith, and her unfathomable love for me which kept her alive so long. She literally fought off death day by day through the whole year. At times her suffering was very great. I doubt if there was an hour in her long illness that she did not suffer somewhat; but she bore it patiently, because, as she once said to me, of her love for me. Had she left me everything in the world besides, she could not have left anything so great as the remembrance of that love and the memory of her radiantly beautiful spirit which shone, through all the storm and stress of her suffering, as a bright star has been known to shine through all the darkness and storm of a tempest at night.

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I was not with her at the end. This will ever be a sadness to me, but it is a sadness mercifully tempered by other considerations. The last day we spent together was the Sunday nine days previous to her death. I had been called to her side a fortnight before with the expectation that I should never see her alive again. She told me when I came that she thought that was the day on which she was to die, and that she had feared I might not come in time. But once we were together, her mind was at rest, and she slept peacefully, and then began to regain her little strength. I cancelled three or four of my meetings, and stayed with her for that number of days. She had become quite a little stronger when I left, and as I say, when I came back on the following Sunday she was holding her own very well, keeping up, I believe, till my fight in North York was over. On our last Sunday together we had our usual happy and intimate talks. I read aloud to her the Sermon on the Mount, and the 13th chapter of First Corinthians, and in the evening I sang to her alone a number of the hymns of which we were most fond, and which it was our custom to sing every Sunday evening. I think the last hymn I sang to her was the little one we had all loved as children,

"Shall we gather at the river,
Where bright angels' feet have trod,
With its crystal tide forever
Flowing by the throne of God";

and the wonderful assurance of the little lines which follow:

"Yes, we shall gather at the river,
The beautiful, the beautiful river,
Gather with the saints at the river
That flows by the throne of God."

Imagine, if you will, my happiness yesterday morning when at the commencement of the New Year, I opened my Bible at the last chapter of Revelation to read its message, and my eyes beheld the following words:

> "And he shewed me a pure river of water of life, clear as crystal, proceeding out of the throne of God and of the Lamb. In the midst of the street of it, and on either side of the river, was there the tree of life, which bare twelve manner of fruits, and yielded her fruit every month: and the leaves of the tree were for the healing of the nations. And there shall be no more curse: but the throne of God and of the Lamb shall be in it; and his servants shall serve him: and they shall see his face; and his name shall be in their foreheads. And there shall be no night there; and they need no candle, neither light of the sun; for the Lord God giveth them light: and they shall reign for ever and ever."

I can see now so plainly my dear mother's eyes after she had given me her last kiss, and waved to me with her hand the final farewell from the pillow on which she lay.

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That is a sweeter and softer memory than the other could have been had I been here and she had died, as I had hoped she might, in my arms. She was unconscious the last few hours, and suffered even in her unconsciousness. She literally fought to the last gasp. It would have been hard for me to witness that mute struggle, and God has been kind, I think, in preserving and not effacing the other memory.

The elections were over on the seventeenth of December, my forty-third birthday. As you will doubtless have seen from the press despatches, the Government carried the country, and I went down with most of the others who supported Sir Wilfrid in Ontario. It was, however, the fraudulent franchise, not the issue, which defeated me. I lost by only about five hundred votes. Over thirteen hundred women were added to the lists in my Riding in the last two weeks of the campaign. The women's vote, as I think I explained in a previous letter was confined to those who had next of kin overseas. It did not matter whether their husbands or brothers had ever been in Canada or not, so long as they were fighting with some of the British forces. This opened the door to all kinds of fraud. Then the enumerators and the returning officers were all partisans, and there was no court of appeal against their action. Had the election been on the regular lists, there is no question I would have carried the riding by as large a majority as I was defeated by. I enclose a press cutting which will let you see that of the different ridings in the County of York, my showing was better than that of any of the others. When I went into the fight I expected to be defeated, though during its course I believed we would win. However, the defeat did not cost me a single pang. I felt I had made a good fight. My whole argument was one of conciliation and tolerance: conciliation between races and religions in this country, and Canadian unity founded upon this basis. The battle against me was wholly one of prejudice in the matter of race and religion. The outcome has been just what we feared, a Quebec without a single French-speaking member in the Government; a Cabinet of twenty-two with only one Roman Catholic. This is not the success, but the failure, of government in a country like Canada.

I phoned the results of the election to Ottawa on the morning following the returns. My sister Mrs. Lay was with my mother at the time, and ✕ gave her the message of my defeat. "Poor soul!" were her words when she heard it. Then she said, "Tell Willie I am glad that he is speaking in his grandfather's name". That was her last message to me. My sister suggested

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one or two other thoughts to her of which she approved, but her one last thought was her feeling of joy and satisfaction that I was continuing in Canada the battle on behalf of the rights of the people to which her father had sacrificed his all. This, as you know, has been the silent inspiration of my life. It has been the base line on which all my decisions have ultimately been made. What more could I have asked from my mother at the end? She had given me her blessing before, and as to her gratitude and love I knew that I had all that a human heart could hold of both.

At the time I phoned my sister, she replied that Mother was continuing to do well. It was not until the afternoon that the change set in, and at six in the evening I received a long distance message telling me that the end was drawing near. I reached Toronto in time to catch the night train which left at eleven o'clock, and phoned just before leaving. She was unconscious then, but there was a mere hope of her surviving till morning. When I arrived at the station at eight o'clock and saw my sister there, I knew that the end had come.

That night my sister and I left with dear Mother's remains for Toronto. By anticipating events, I had been able to arrange for her burial from St. Andrew's Church, Toronto, the church of which her own father was one of the founders and early trustees, and of which my own father was for many years an elder, to which my sister Isabel gave such devoted service, and the church in which we all had worshipped and taken communion together. I could not begin to describe the beauty and impressiveness of the service held there. The casket was placed at the front of the chancel, and floral tributes came from far and near. Among the number were wreathes from the men and women of North York, her father's old riding and the constituency I had just contested. My dear friend, Dr. Eakin, the Minister of St. Andrew's, conducted the service, and though the funeral was private many friends came. Indeed, I was amazed at the representative character of the congregation that assembled. It was a wonderful tribute, for the gathering included persons representative of all callings and classes. The organist, another friend, played of his own volition the wonderful Chopin "Funeral March". I had asked for only the one hymn, "Lead, Kindly Light", which was my mother's favorite, and her mother's before her. I shall never forget that service. Had it been a national tribute to the sovereign of a country, it might have been more than it was in point of numbers: it could not have been more than it was in solemn dignity and impressive beauty. There was something, too, so wonderfully fitting about it all.

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There my mother lay, as it were in state, in that great edifice in the heart of the city of which her father was the first Mayor, and in the county that he had represented so many years in Parliament, and in which he had fought his battles in the struggle for responsible government in this country. You may imagine my feelings when I recalled to mind her birth while her father was in exile, after the rebellion of '37-38;-a little seven months' child, so fragile, as she often told me, the family in their poverty wondered if it would be possible to preserve her life,-and thought of all that was symbolized in that wonderful service. It was a triumph of spiritual greatness such as has not often been recorded in the lives of mortals. To me it spoke of God's wonderful ways and the eternal justice which underlies His love for the children of men. There was nothing suggestive of death anywhere. Everything spoke of the triumph of the spirit over all human limitations, and of the might and majesty of spiritual power. How can I but believe in God when vision after vision born of my heart's desire has been fulfilled in this wonderful and mighty manner? Long and secretly have I cherished this hope of the reality of God's justice. He tried my faith, but as respects my mother it never wavered, and He gave me the answer to my prayer.

Now nothing else seems to cause me any concern. With my mother's passing I am left alone so far as family ties are concerned. My father, mother, and unmarried sister have all gone. There remain only my younger sister and brother, both of whom have their own little families. As I wrote you, I severed my connection with the Rockefeller Foundation before entering the political contest, so that as respects my work that, too, for the present, no longer has a relation with the past. I have still to finish my book, but that is a matter of only another month or two. Then as respects politics, the absorbing interest of my life, there, too, the cord which unites the past and the future has been severed. So that seemingly I am without foundations anywhere; and yet in my whole existence there never was a moment when I felt myself on firmer ground, or felt more sure of my life's work and its ultimate destiny. "Tell Willie I am glad he is speaking in his grandfather's name" - the whole commission lies in these words. To this country and the well-being of its people as a part of the great human family, I have dedicated my life as never hitherto.

How the opportunity of service I seek is to be brought about, I do not know, nor does it cause me any concern. It will come as surely as the rising follows the setting sun. I am glad to have a little space around my life for the time being - a little

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space in which to breathe after all the pressure of recent years, a little space in which to gather up from the past the fragments it is well to preserve, and a little space to prepare for the future and the big world ahead. Never were doubts and uncertainties so far removed as they are at this moment . Never was confidence in the ultimate purpose of God so sure and so complete. I have all along realized that to do the better and the finer work I had, like others, to pass through the fiery furnace of bitter experience. I think I have been tried in it not a little of recent years, and I believe I have come through purified and strengthened in moral force and power. I do not imagine that my trials and struggles are at an end - there will probably be trial and struggle to the end of life; but I do know that, compared with the heart-suffering and anguish of soul which came with my brother's breakdown, my sister's ill-health, my father's blindness, and my mother's illness, the absolute demolition of our home and family life, nothing else that the future can bring in the way of trial will ever seem difficult. Yet over all this waste and wreckage of human life and association, I have never ceased to behold the light that follows the storm and the love that encompasses our lives.

My faith is just as strong with respect to the world and the devastation and desolation of to-day. Some day there will come to the heart of this world, as there has come to my own heart, an appreciation of the love of Christ which passeth knowledge and of the peace of God which passeth all understanding. These can come only to a redeemed world, as they come only to a heart that is redeemed; but that it is the redemption of the world which we are witnessing to-day through the crucifixion of Humanity on the iron cross of German militarism, I have not the slightest doubt. Christ made the sacrifice nineteen hundred years ago, but the world heeded it not, and the sacrifice has had to be made again; and so it will be in the course of human affairs, till men have come to understand the nature of God revealed to mankind in the life and death of our Saviour.

This, dear Violet, is all that I have to tell you just now. It is what there is of pure gold that I have brought out of the furnace of affliction and tried experience. I write you as I do because to you, better than to any other person in this world have I been able to express what there is of spiritual reality in my nature. We have been privileged to share the highest and the loftiest friendship possible between friends. We touched the heights at an hour of renunciation years ago when before the open fire in your little house on Gower Street you turned from the voices which were counselling you to go to Africa and share the bigger life of public interests and public affairs, leaving your mother amid her great weakness to the care of others, and

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accepted the confirmation of your own spirit which came in a few faltering words from me, telling you to heed only the dictates of your own heart, and stay with your mother till the end. You had a long path to travel after that, but it was the path through darkness unto light. My words to you, and your example to me, have been ever present with me in moments of suffering: I shall not say of doubt, for there never was doubt in my heart; but they have helped to make the path easy and to cause it to emerge into light. So we have most beautifully unfolded the loving providence and purpose of God in the friendship that has existed between us. It was your mother and my mother for whom God cared, and us, their children, because of their love for us. We have helped them; they have helped us; and we have helped each other: so God's will has been done on earth as it is in Heaven.

Ever yours affectionately and devotedly friend

Rex

P.S. I hope you will forgive the dictation of this letter. My secretary has been with me three years and is known by name and character, and shares my ideals. I thought that I would be declining if a letter were sent to you. I planned to write to you on New Years day, but I had barely dawned when I learned that at three in the morning my dear friend, Wilfred Campbell, the poet had died - carried off with pneumonia. I had tried to get him to have my home used on Xmas day, and was hoping to have him with me New Years Eve. There was busy every since with the funeral arrangements, and matters pertaining to his family - he leaves a widow, one daughter married with 4 little children - deserted by her husband, - some connection of his wife. A worthless fellow - Campbell has cared for them all for several years - another daughter, about 20 delicate - & the wife's mother - the only son is fighting in France. He leaves only debts and insurance worth twenty of but I think I am going to be successful in getting all payments made & a little fund provided. He has many friends and admirers. He was a dear friend and a noble soul. The service yesterday was a sort of a National memorial service - The Governor General delivering a fine

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Ever yours affectionately and devotedly friend

Rex

P.S. I hope you will forgive the dictation of this letter. My secretary has been with me these years and is known by many as my friend, and shares my ideals. I thought that a record of dictation of a letter were one so much for. I planned to write to you on New Years Day, but I had barely dressed when I learned that at three in the morning my dear friend, Wilfred Campbell, his heart had died - carried off with pneumonia. I had tried to get him to share my home over Xmas day, and was hoping to have him with me New Years Eve. There were many many things with the funeral arrangements, and matters pertaining to his family - he leaves a widow, one daughter married with 4 little children - deserted by her husband, - some connection of his boys. A worthless fellow - Campbell has cared for them all for several years - another daughter, about 20 delicate - & the wife's mother - the only son is fighting in France. He leaves only debts and insurance worth [illegible] but I think I am going to be successful in getting all payments made: a little fund provided. He has many friends and admirers. He was a dear friend and a lofty soul. The service yesterday was a sort of a National memorial service - the hostess herself delivering a fine

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[illegible] — state admin.

[illegible] for you and many others who would like Long [illegible] to know it was Good Friday.

But the Lord is with them. as the first writer.

afflictions of Campbell's life and work. He has had a long and bitter struggle against adversity, but he never lost heart and never faltered in his endeavours to do what he felt duty to them dependent on him, his circle of friends to be himself enlarged — It is the old old story of the various really great men left him to form it he afforded - left to struggle, till the struggle claims him and he inevitably loses the greatest assets in one of his greatest souls. It was almost like a dream or some sleep I am in - just a footsteps from the day of my ordination himself service at the side of a dearly loved one in his church, and conducting the funeral on them, and the remains were borne away to their last resting place. Some of you die writers, or I shall have no one left - Norman Duncan the authors, and another close and intimate friend of both Campbell's and Harper's and who used to live with me at College died some months ago. They have all gone Campbell, Duncan, Harper, - three of my nearest and dearest friends, all men distinguished for what they have left in word and deeds of lasting to their country and humanity in the world. God has been good in his friends he has given, and in the length and goodness of the lives of those nearest and dearest to me - but how things that so soon they should all be a little company of that vast host- beyond and around the throne of God in the four Heavens! But that Heaven of is not true, - My own dear parents each lived there score years and ten - and but that I do not like their ending [illegible] I should feel like repeating those lines I have sometimes read - it is wonderful

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went with her all the way in the Valley of the Shadow. Poignant though your separation in the supreme hour of her passing, where there is love there is never real separation

You would both know this & both feel that the tie between you was too strong for the chance accidents of time & space. Still with all my heart I wish it had been otherwise. I was glad to hear of the beautiful & moving service in Toronto & all the signs of affection & respect for her &

Train to London

TAPTON HOUSE, CHESTERFIELD. 35398

February 1st 1915

My dear dear Rex

The letter which I had awaited with such painful anxiety arrived two days since. I read it with such pain at my heart as I find it hard to describe. All my worst fears were confirmed by your news - you had not won your seat; your father knew of the failure; you were not with her at the last.

I cant say how utterly & completely grieved I was & am to think that Fate should have dealt

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You so cruel a series of blows. Rose dear - I hardly know what to say except that all my heart goes out to you in love & sympathy and understanding. There was little individual news in the English papers about the Quebec Elections but I gathered incidentally from a paragraph in the Times some days later that you might have been beaten, as the paper spoke of you acting as Liberal Leader under sec & a seat being found for you in Quebec. However I clung to the hope that the Quebec seat might be a question of political strategy & that you had been elected for the Ontario riding. I can't bear to think that political turmoil & political strife parted you from your Mother in her last hours. But dear Rose in a long life of love & devotion, a few hours a few days are of no real consequence. Your Mother would know that your protecting love

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35100

TAPTON HOUSE, CHESTERFIELD.

for you. But how well I realize what the utter emptiness of life must seem to you at present - the void & the desolation! I rather hope that active political work may claim your energies during this difficult period of adjustment. I was much shocked to hear of Mr Campbell's death. I have never forgotten his fine & vigorous personality. I am very sorry also to hear of the poor circumstances in which

Lie! My old life has ended so completely. I cannot imagine what I should do now without the new tie. With Arthur, went all that had gone to make up the old life & effort & struggle. You know what his death cost me even though I had him - the utter blinding grief of it all. But I realize now he has gone & in the horror & desolation of the war what an utter waif & stray I should be without my big strong husband

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TAPTON HOUSE, CHESTERFIELD 35,100

he has died. Will you add enclosed cheque for £20 to any fund you are raising? I had a true admiration for the man & his work.

All these losses & changes draw me to you the more to see you married. If only the right woman could cross your path how glad I should be! Every word I had written to you on this subject came home to me as I realized the desolation which lay between every line of

your letter. Single life is only half a life & as I have told you before in a happy marriage there comes such fullness & contentment as exists in this relationship alone. Of course I don't want you to marry just for the sake of marrying or having a home. That might be fatal. But if you were to meet the right woman now just as I met Jim a few months after Mother's death - how glad I should

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conscriptionists here who were at the same time sincerely anxious to prosecute the war. The whole anti conscription position was the rallying ground for pacifists, pro Germans & the anti British element & they are not pleasant associates. John Simon gave it up as a bad job & took a commission in the army! I received your long political letter & read it with great interest as also did Jim

TAPTON HOUSE, GRESSENHILL. 25402

strong upright mercy as he is. Thanks to him I care to live; without him life would have been intolerable. Your circumstances are so very similar I naturally want the same comfort & help to come to you, the same enrichment of life as I have been blessed with. And the intimacy & the happiness grow: even when as at present we are apart the tie only seems to be forged more strongly. So of course I

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want the same for you dear Friend.
And believe me those of us who
marry in middle life are not a
whit behind those who come to
it younger. My I be a true
prophet! Anyway I want you to
think over what I have said.
You don't mention letters from me
but I wrote to you twice once in
the early winter & once in
December. I hope they came to

hand but letters are a very
uncertain quantity these days.
I shall probably hear from you in
due course as to the Justice
seat of which the Times spoke &
what it all involves. Indeed
the need for conciliation was
never greater than at present.
The world is in a state of
very rattled nerves. I expect
though you will experience the same
difficulty which beset the anti

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TAPTON HOUSE, CHESTERFIELD.

35404

to whom I sent it. There was a great deal said about the Canadian election in our press. The papers which I see maintained a decent reserve — a there were no attacks on Sir Wilfred but certainly in the Times much appreciation of his position. Naturally everyone here was pleased at the result. The local race currents were unknown to us; the only issue was apparently whether Canada would give a vote to carry on the war

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or not. As such, Borden's success appeared to us in the light of confirming the general purposes of the war. Also the Vatican is very unpopular & very suspect at the moment & Catholic policy is lodged at Athanee — in Ireland, in America & elsewhere. There is a general feeling that one autocratic power supports another & that the Papacy is solidly pro-German! I am on my way to London for a week but shall be returning subsequently to Chesterfield.

Write to me again soon dear Rex. I wish we could meet & talk

God bless you & give you peace
With true Love
Always your affectionate & devoted
friend

Yrs Affectionately

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W. L. MACKENZIE KING

The Roxborough,
Ottawa, March 6, 1918.

My dear Violet:

I received your beautiful letter of the 1st of February just as I was leaving for New York some days ago. Unfortunately, I have not your wonderful facility for being able to write at any time or in any place, and, having had but a limited time in which to fill many engagements, I found it better to delay writing you until my return.

Before I mention other matters which your letter suggests, let me thank you with all my heart for the cheque enclosed ~~with your letter~~ as a contribution to any fund that may be raised in connection with meeting the needs of Wilfred Campbell's widow and family. It was indeed like you to send an unsolicited contribution and to make it the very generous one you have. A number of us are making up a fund which we intend to utilize in clearing off Campbell's debts, including a mortgage on the property in the country which he purchased on an instalment plan a few years ago. The Royal Society of Canada, of which Campbell was a member, has also presented a memorial to the Government praying for a pension to Mrs. Campbell in recognition of her husband's services to Canadian literature. I had a good deal to do with arranging this matter, and have seen all the members of the Government who are likely to have to do with the petition, as well as arranging to have others see them as well. I confidently expect that some recognition will be given.

I have not told others of the cheque which I have received from you, nor have I as yet spoken of it to Mrs. Campbell, though I shall do so within a day or two when a chance comes for me to go out to the country to see her personally.

I have had a little thought of my own concerning this cheque which I hope will appeal to you. At the moment, Campbell's body lies in the vault of Beechwood Cemetery. The family have no plot of ground in the Cemetery, and one of the obligations they will have to meet as soon as the spring sets in is the purchase of a suitable burial plot. I have thought I would go out to the Cemetery as soon as the snow is off the

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ground, and see if I can find on some appropriate knoll or beneath some noble tree, the kind of spot which I think would make a suitable resting place for Campbell's remains. To your contribution I should add what might be required in addition as a contribution from myself, and present to Mrs. Campbell a deed of the property as a gift from the two of us. Campbell and I, in our walks together, spoke very often of you, and I read him at different times parts of your letters to me. I think what I here propose is something which would have touched his heart. I am indeed grateful, dear Violet, for your goodness in sending this cheque. Money wherewith to meet private needs is difficult to raise at this time, and your contribution, being such a substantial one, will help to fill a big place.

I am sorry that in recent letters I failed to make mention of other letters received from you, and that I should also have made a mistake concerning one of your gifts, which perhaps, however, you will understand and forgive when I explain the circumstances.

Your letter of November 19th came to me when I was in the thick of the campaign in North York. It was just about a week before the close of the campaign that I received it. Your letter of December 14th came just about Christmas time. Dear Mother's death, as you know, came in the interval, and as the incidents pertaining to it absorbed my thought so completely at the time, I failed, in writing, to make mention of either of your letters.

Later, when a copy of Lord Grey's Life by Harold Begbie came through the mail, I quite forgot for the moment that you had spoken of your intention to send it to me. Having had a talk with Sladen of Government House just about the time the book was received, in which he said to me that Lady Grey had sent him a copy, I assumed for the moment that the copy had come from her, and after reading it through, wrote her from the St. Luke's Hospital, where I was laid up for a week with an inflamed shoulder which I think was mainly nervous fatigue. I am sure you will view this mistake generously, and believe perhaps that it has done good rather than harm. It afforded me another chance to speak a little more freely to Lady Grey of my own feelings in regard to Lord Grey, and of the influence of his life and work upon his friends here. Please let me now thank you for the book, which I read through with keen delight and satisfaction. It was his spirit and attitude towards life and its problems which made Lord Grey

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the man he was. He evidently realized this from his thought of giving the world a final message in the form he did. It was a part of the chivalry of his nature to confess with reverent humility what he realized belonged to Jesus of Nazareth. I think perhaps the most enduring of all his noble utterances and deeds will be the homage that he thus publicly paid to the humblest and greatest life the world has known.

You spoke of letting me have a copy of part of a letter from Lady Evelyn Jones referring to Lord Grey's last days. I should like very much to see it. Some time if you are speaking with Lady Evelyn, or should see Lady Grey, I should be glad if you would find out whether a cable I sent at the time of Lord Grey's death, and a letter sent Lady Grey some days later, were received. I realize, of course, how many communications would be received by the family, and how unreasonable it would be to expect acknowledgment save of a most formal kind. Having never heard whether either the cable or letter was received, I have wondered once or twice whether by any chance they might have gone astray. I should not like any of the family to think that I could have overlooked an expression of a feeling which was so genuine. This really is my purpose in making the suggestion I have.

I am exceedingly sorry to have omitted extending my congratulations on the recognition conferred upon you by the King in bestowing the decoration of Companion of Honour. I see again how completely absorbed my thought seems to have been by its own grief in my recent letters. I was greatly pleased when I learned of the honour, and have thought of it several times since, and really intended to make special mention of the pleasure I experience because of it. I feel, I think, exactly as you do on the subject of royal recognition. What is genuinely the recognition of merit has a real place in our social and national life, provided the recognition does not extend to the point of creating class differences, as I feel quite sure hereditary titles do, and all titles to a lesser degree. Companionship in the different orders created by the Crown stands in this regard on a different footing from titles. In your case the recognition was doubly meritorious. It was a recognition of a woman's work in war service, and of personal service of a quite exceptional character. As such it should always be pleasing to yourself and still more gratifying to your friends.

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The item in the "Times" was evidently occasioned by surmises in the Canadian press as to readjustments which might follow the recent elections, and which will become inevitable with Sir Wilfrid's retirement. There is no doubt that Sir Wilfrid is most kindly disposed toward myself, and that he would like to have me with him in Parliament, and would not be averse to seeing me given a position of prominence. I was really his chief lieutenant in the last campaign. He invited me, in fact, to make the trip across the continent with him, but I declined this, feeling it more important to make an outstanding fight in the Province of Ontario against the injustices of the War-Time Elections Act. At the first meeting of the Liberals in the city of Montreal after the elections, Sir Wilfrid intimated his intention to withdraw from the leadership. I was not present myself at this meeting, but I understand that the sentiment expressed there was more favorable toward myself than toward any other Liberal of prominence as one who might be looked to, to advance the cause of Liberalism in Canada. It was naturally felt that to secure a seat in Parliament was the necessary first step. It was hopeless to find a seat anywhere except in the Province of Quebec, and several members from Quebec, I understand, have signified a willingness to let me have their seats if it should be thought advisable to have this step taken. The one difficulty in the way is that the Government itself has the say in the matter of by-elections. During the last Parliament they refused to have any by-elections. There was, I think, a sort of tacit agreement between the parties not to force by-elections in war time; but the agreement or practice, or whatever it was, resulted in some thirty constituencies being unrepresented at the time both the Conscription and the War Time Elections Acts were jammed through the House. It is not improbable that the present Government, being, according to its ~~own~~ professions, a Union Government, will adopt a similar course and not permit by-elections during the period of the war where it is possible to avoid them. The one chance might come through the necessity of the Government to find a seat for some one for the Government itself, in which event they could hardly open one constituency without opening others.

This is about where the matter stands. I have reason to feel that if I were in a position to wait and to devote my time in the interval to public affairs, my chances for quite exceptional preferment in the ranks of the Liberal party would not be inconsiderable. As, however, I am not altogether in that position, but compelled by necessity to devote my time primarily to earning a living, I may find it necessary to abandon all

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further thought of association with public affairs in Canada and take the opening which promises most in the way of usefulness in the future, and which is to open an office in New York as an adviser to industrial interests on relations between employers and employed. Mr. Rockefeller, Jr. has intimated to me that he would be agreeable to retaining me as an adviser to some of the interests with which he is connected. Though not expressed in words, his proposal amounts, I think, to a willingness on his part to see me established in a big way of service in New York, and to stand behind me to the extent that may be necessary to bring this about. I have implicit faith both in his character and in his purpose, so that this proposal, which we talked over together during my visit to New York, relieves me of concern as to future work, though it raises the biggest problem I have yet had to face, and which is the complete abandonment of further relations with public life within the British Empire. It may be that the changes which this war is bringing about will give to one with my training and inclinations a wider field of usefulness ~~to be~~ at the heart of the industrial situation in the work of reconstruction, which will probably take the remainder of our lives, than to be a citizen of the British Empire, sharing its traditions and opportunities in one of the outlying dominions and struggling to assist in the work of laying its political foundations for the future on a basis ~~for the future which may be~~ more enduring than any thus far attained. I confess I do not like to give up the vision of possible good which this prospect affords, and which, knowing my nature as I do, I believe I could enter upon more wholeheartedly than I could hope to enter upon any other field. Especially where one has had the reverence and affection for his parents and ancestors and the purpose of their lives which I have had, it is not easy to leave the soil in which their dust is mingled for that of another country.

The whole problem is too large to attempt to solve hurriedly. Mr. Rockefeller, Jr., in his generous attitude toward me, has recognized this as clearly as I do, and has therefore agreed not to urge hasty action in the matter of the proposal he has made, but rather expressed his willingness to allow time to disclose its opportunities, that the final decision may be made in the light of them. For the present, therefore, my plan is to remain in Canada to complete the book on which I have been at work for the Foundation, and which, though my connection with the Foundation is now at an end, remains ~~an obligation~~ in the nature of an honourable obligation that I wish to discharge to the full. I cannot say how much time the completion of this work may consume. It will probably take at least another couple of months. From what Mr. Rockefeller said to me, I believe he will have some special work ready for

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me to take up as soon as the book is completed, work, however, which will not involve any absence from Canada except possibly for the purpose of making investigations in industries elsewhere.

I feel I am perhaps wise not to think of attempting a final solution of this problem in a less time than that which the present year affords. For the first time in many years, I have at last a little space around my life, and I feel I should like to use it in part to dispose finally of accumulations of papers, letters, and documents of past years, and, so to speak, setting my house in order for the changes the next few years may bring. This recalls to my mind your suggestion that a trip across the seas might be a good move at this time. I certainly should like to see something of war conditions, but I confess I should feel more or less a usurper were I in England merely observing and not participating in some way in the struggle.

With regard to my book, I am thinking of having a preliminary edition printed off in May, with a view to having the final edition published in September. The preliminary edition will be for purposes of private circulation and discussion. It might be that a visit to England for the purpose of meeting with men and women who have been engaged upon work of reconstruction would not only be profitable but would be highly desirable, and perhaps I may come to justify in my own thoughts a visit to England on this ground. The first thing, however, is to get the book in final shape. I really think I have something which will be of service. It is an effort to interpret the industrial problem in terms of obligations arising out of a spiritual interpretation of the universe instead of the continued acceptance of the materialistic interpretation which has governed in industry, and which has been responsible for the present world-war. If I may be permitted to say it, your mind and my own are so much akin in their attitudes toward the problems of life in this regard that I should feel a visit to England for the purpose of seeing you alone in connection with this book, one which would more than repay the outlay involved; provided, that is, that you were likely to have, as you had at Chesterfield years ago, a few days which we could devote to going over its pages together. This at the moment is but a pleasurable forecast. It may be that actual events will make a realization quite impossible.

I should like to speak of the war and the change in world events which seem to be coming so rapidly as a consequence of Russia's altered position; but I feel I know so little

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relatively to yourself on these matters that I rather beg of you to let me have such light as your inside knowledge of conditions affords. It almost seems [redacted] as though we were passing into a wholly new phase of world conflict, one which may set the Orient aflame and lead to all possible kinds of revolution in different quarters of the globe. Have we not come to the day when belief in Allied or any other victory through supremacy of arms has passed, and when real statesmanship in world affairs demands the re-establishment of law and order in human society, and then a fresh attempt on the part of democracy and of Christian peoples to permeate society with Christian ideals, which are democracy's only sure foundation! Instead of sending missionaries to the Orient to convert the heathen, and in this endeavour enlisting many worthy, though feeble-minded, individuals, it seems to me that those who believe in Christianity must come to regard their obligation as a militant one, and send the strongest minds and hearts into those quarters of the globe where a brutal militarism is most rampant, and seek to overthrow its might, not by the power of the sword, but by a true revelation of the spirit of Christ. If the Church could only realize its true mission, it would find it in this endeavour, and out of all the magnificent capacity and willingness for service which this war has evoked, a crusade directed by the forces of Christianity against the economic wrongs of human society might bring what centuries of fighting has shown is impossible of accomplishment by the sword.

Yours for [illegible] of dictation. Which I reserve because I have had much use of arm and shoulder, and which occurs when I do extended writing by hand, and therefore use it so much as I could "make decency" in a hand written epistle. Hope these letters are not too long as it is. I am writing you by hand on a theme that does not permit of dictation

Ever affectionately Yours,

WLMK

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the right woman would come into my life to consecrate its endeavours and inspire its aspirations. I recognize that I have lost much - no one knows better than I do how much - in not having married long ago. Perhaps I have been over sensitive in the matter of my own position in life. I have never felt that I had much to offer any woman, and on the other hand my pride has made it difficult for me to enter into a relationship which would seem to place me in a position of dependence on one I loved. My heart in you know has been in public life and public service. I have felt that this was not an easy life in which to bring a woman

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The Marborough Athenæum.
March 10. 1918.

Dear Violet:

I have had the mail for the first of this Sunday morning & continue my letter to you. I hope you do not think it unkind of me to dictate. The truth is I have so much always that I put you, and have so little time and facility of expression that I should never complete a letter at a sitting were I to attempt one of any length. Then, too, I have as a stenographer a young man who is so quick a disciple in thought and so exceptionally reserved in

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his utterances, that I am able to speak my
mind without a consciousness of his
presence, and often with greater readiness
than when confined [illegible] by tyranny of long
hand composition. You possibly, too,
have wondered at the absence of black
edged paper. It has not been overlooked,
but in your case I felt its absence
would be understood. I have confined
this expression of my feelings and respect
to letters written by hand, and have
not attempted it in reference to dictated
letters, save where there seemed a special
reason for regarding the custom. My
love for my mother and reverence for
her memory [illegible] unchallenged in
my own heart. Thoughts of time like
emphasis to our affection which the
more felt with me, and it has seemed
to me that the marks of grief,
beyond the inculcation of my own heart
and mind, were very much a matter
of account to any other to recall personal.
I know your feelings are the same, but
I have sometimes wished that all my
stationery were black-edged. It might
have been so, had not the loss of
others in this interval not made
me feel a selfishness in emphasizing
my own grief.

Dear Mabel, in your letters I
have appreciated nothing more than
what you have said of the need of
companionship, and the wisdom of
marriage. You are utterly right in
believing that both my father,
and mother wished it for me, my
mother [illegible] feared it [illegible] that

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How God grant that they may come. Now I am humble all.
Less affectionately yours,
K.

How the prayer I used to utter when my mother's arms in her love wrestled there about my neck, that God would send me home -one like her. How I pray for this, as out look myself unto Him know. If I believed that prayer would not be answered I should much rather close to live. I am weak in spirit of nature, nor am I capable of living alone. While I adore everything to my father and mother and sister, my life meant something to myself. I could live it all in service of others, - it is the only use to which I would put it, - but somehow I feel the need of the sympathy of an understanding heart to enable me to press on. Perhaps my prayer will be answered. I believe it will. I have always felt I would come through the path of suffering, and of true devotion along which I have sought to be both silent and faithful - tho' I have failed often in both. Some woman perhaps will someday be able to read my heart. When that day comes I shall feel that both my mother and my own prayers have been answered.

with I do not mean 'easy' in the sense of being devoid of difficulties, - that would be unchivalrous towards woman to a great a degree - but rather that it was a life which breaks rather than makes a home unless the persons sharing it are ideally suited to the best duty, and to each other. One has to experience the suffering that comes from not being able to do things, because of not handicaps, to realize how sensitive it makes a soul that seeks a chivalrous relationship with another. One can keep their things under cover, so to speak, while alone - and do one's part in a sort of way - but it is hard to begin a new relationship by unfolding circumstances and obligations. In my case

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I have had obligations that were very real and considerable. My feeling of loyalty to those I loved made me adverse to revealing the horrible extent of obligations which circumstances imposed and might have continued indefinitely to impose. Then I have never been wholly selfish in the matter of 'occupation'. When I gave up everything for politics, I took a risk, which I have never regretted, but which has been rigid in its exactions in many ways. Perhaps I have weighed too heavily all these material considerations, but I have seen on so many sides how happiness has been lost just because of insufficiency of means, and of all things that I should most deplore would be unhappiness or discontents in married life.

Reality. Of course, that "the right woman" would make "all the difference." but where is she to be found? Not one among those among to whom for, and which with God's help I shall cling to to the end, is nearer to marry nearly to marry, to have a wife a home - or to marry for "money or position". Of the types of marriage you speak of this or one that would satisfy me is the companionship in ideals and aspirations and inner vision which would make me with my whole heart to say

"Yes we shall walk this world together
United in all exercise of noble ends"

Since I first read those words as a child I have loved them, and they come ever to my mind when I think of marriage. I confess if I were asked what was the profoundest longing of my life, I should say it found expression in the words that God would send me such a woman with whom I might share my life

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TELEPHONE,
789 MUSEUM.

8, GOWER STREET,
BLOOMSBURY.

Easter Monday

My dear Rex

Your letter of March 6th has just arrived & I sit down to answer it at once. I was indeed glad to receive it. It is now more than three months since your dear Mother fell asleep but your letter this morning is the first I have received in answer to any of mine. I have had two letters from You this year but for months a months past no letter of Yours has been in any sort of correspondence with mine until the one this morning. You mention my letters of November 19 Dec 14 & Feb 1 but you do not mention the one I wrote

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you on hearing of your dear father's death. I do hope you received it but notes are so very uncertain these days that correspondence has a tendency to be very chaotic. Don't even apologize for dictating. It is much the most sensible way of getting me have your public news. I never gave black edged paper a thought. Theoretically I believe people are right who disapprove of mourning. But personally I can't wear colours when I am in sorrow. Father has been dead more than 10 months & I am only just giving up black clothes — principally because having some coloured ones I did not think it right to buy anything new at this time of stress. You will realize what a trouble Sabbies we have

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TELEPHONE,
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BLOOMSBURY.

gone through. When you read this the issue
will be known decision one way or another.
A week ago things seemed very desperate
for the British cause. Today though the
situation is still most grave there are
renewed grounds for hope & confidence. The
first great German blow has failed in
its immediate purpose. The fronts
not broken the ~~Franco~~ British armies are
not separated & in a position to be rolled
up each in turn. Our men have
fought like giants & heroes & today the
sorely tried line stands. But a second
blow is bound to come & the situation
is full of incalculable possibilities.

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Under the stress of a peril so great, this country has been at its very best, calm steady united. We have caught up again the old 1914 spirit. England has to save herself; assuredly her miserable politicians can't want. I remain as perplexed & as dumbfounded as ever as to why democracy throws up such types. This country has a ruler & fate which is magnificent in every class from highest to lowest. The English people deserve something better than the wretched time serving intriguing crowd who monopolize government. But in this hour of destiny the true England shines out. The German mentality grows more & more awful as time goes on. Look at their treatment of Russia. The lip service paid Carl

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BLOOMSBURY.

Jan at a period of military discouragement to
democracy Can vanished completely. All these
papers are full now of student talk about
word power a German peace. It is all
very well dear Rex. to talk about the need
to restore society on a basis of democracy
& Christianity. But what are you to
do with 130 millions of people flushed
with conquest a material spirit who dont
want to play that game with you in
the very least & whose one desire is
to kick a trample upon you? If thus
offensive fools as please God it will
the German military caste may suffer
some discredit at the hands of their

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own people. But if the Allies were knocked out Hitlerism would be welded firmly on Europe for some generations to come. After all it would have delivered the goods & made Germany master of the world. Is it credible that under such circumstances the Germans would abandon a system that had paid to adopt democratic systems which had gone down in the avalanche? That is why come what may in France we must never make peace under such conditions as the present. If we have to sit down in these islands & develop sea power & wait till America is ready — well it must be done. I hear the U.S.A. is in a very wholesome frame of mind — very sobry & humiliated about

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TELEPHONE:
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the delays & inefficiencies which make them incapable of giving any help at this awful crisis. A little humility will do them a good & some better realisation of the burthen this country has carried. For all our failings we are a very great people Rex & we were never greater than here & now. I am just back from France where I have been spending 10 days on a Government enquiry. I did not see the actual line of course but the bases are a miracle of organisation. And it has all been improvised in 3½ years - unlike the 40 years of German preparation

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The last news I had of you was in a letter
from Mrs Hewitt. She told me of your visit
to New York & that she thought you were
looking a stronger in health. Your nice
soldier friend to whom you gave a letter
has also been to tea & we talked of you
at length. We married you with much
firmness over tea & war bread & butter:

Dear Rose, to marry for the sake of
marrying is the greatest of all Blunders.
& to marry because all one's friends are
suggesting it is a very dangerous
step. All that I ask is dont shut the
door (as I shut it) so that the new life
has to hammer hard to gain admittance.
That you would be happier & better in every
way with a wife & home there can

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BLOOMSBURY.

be of course no question. I fully realize that your domestic obligations in the past made such ties impossible. It was a noble & chivalrous sacrifice that you made & I pray that it be blessed to you now.

But I believe people like ourselves who marry in middle life find happiness (if they find it at all) of a much deeper & greater kind than young folks: We bring so much more knowledge & experience to the relationship. Also the tenderness of the past makes the companionship the greater by contrast. I cant very well describe that even growing sense of appropriation which comes in a happy marriage: the way that the

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whole of life goes on broadening & deepening
I don't attach as much importance as you
do to perfect harmony in intellectual tastes.
I know from my own case it does not
matter. Character matters supremely: there
must be concord over first principles. You
& I think the same about a great many
subjects though we arrive at them by
quite different mental paths. I stumbled
for months when I was hesitating about him
over our apparent lack of intellectual sympathies.
Now I find it matters hardly at all.
I sometimes wish he enjoyed poetry &
literature & philosophy with me but it
doesn't interfere with my enjoyment of
them & there are immense compensations in
other directions. Yours very fine

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quality of mind a unerring taste a judgment. He doesn't know Norman from Perpendicular in architecture, but he would never admire the wrong thing & always admires what is in effect the best. And it is the same with people. So look rather in a woman for heart & soul & character rather than intellectual affinity. I can't help laughing as I remember the girl for whom Mabel who came to grief over Toynbee's Industrial Revolution! I tried (quite pointlessly) to bring Jim up on the same volume!! So feel for her rather specially. About means - don't my dear

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Dear I beseech you count the appalling folly of trying off a woman you love because she has money & you haven't. That may well be to sacrifice her happiness to your goods. Where there is love money simply doesn't count. I speak here very personally. Jim has practically no private means. But I don't think it ever crosses either of our minds that the money is mine not his. The question simply doesn't arise - it doesn't when two people love each other - You see there is only one life, a people who have given each other the only things worth having in existence can't worry their heads about L.S.D. I rejoice to think I can

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BLOOMSBURY.

give him some of the extremes of life - but they are so trifling as compared with the big things we give each other. I saw him for a couple of hours at Boulogne. He is at G.H.Q. & has just been appointed a Deputy Assistant Director of Artillery. I am naturally glad to see his work recognised. He is a very fine soldier but as he never pushes himself forward has not come much his way. I often hear things about his work from other men which are good to be told. Only as the war drags on the endless separations become very trying

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the dear Rose - for God's sake send us every man you can. We are hard put to it here. Whatever the faults of your Government help them to help us.

If you come over I shall be there I don't think I can face America. The separation from Jim would be too far I could not have endured this last week, had I been right away.

I will give your message to the Greys. I am very anxious at the moment about Laurence Jones. He was with a machine gun company in front of Cambrai on the first day of the fight. Grey; courage is wonderful. Very little news has come through so far about any one. God help the world. It is all too awful. Much love my dear Your true friend Violet Markham

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advising very large interests, I was instrumental in originating and drafting a form of agreement which affects large numbers of coal miners in the states of Maryland, Pennsylvania, Virginia, and Kentucky. The agreements are all for the period of the War, and for at least two years should the War end within that time. They provide means of adjusting all differences without recourse to strikes or lockouts, but with machinery for appeals which secures the men, through their chosen representatives, against injustice for unfair treatment.

In some respects I regard this work - all of which was carried on secretly, and part of which was accepted by the United States Government itself and made applicable, through the Government acting as an intermediary, to both operators and miners in a region where the employees of some twenty companies had gone on strike - as a bigger piece of work than was effected in Colorado some years ago. In a very real way it contributes toward the winning of the war, because, as you well know, so far as this continent is concerned, everything depends on a continuous supply of coal, both for heating, transportation, and smelting purposes.

I have often regretted not being able to take some very active part in this present struggle, but as I recollect what achievements in Canada through the Industrial Disputes Investigation Act, in the United States through the work in Colorado, and the work I have just spoken of, mean in the way of continuous operations of fundamental industries, and in the aversion of industrial

Mackenzie King

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ONTARIO CLUB
TORONTO

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Victoria Day,
May 24. 1918.

My dear Violet -

You will see from the dating of this letter that I am at the moment in Toronto. It seems strange to be in this city, of which my grandfather was the first Mayor, and with which our family has long been associated, and to realize that my father, mother, and sister all lie side by side in the little family plot at Mount Pleasant Cemetery, and that I have literally no home to go to. It is the second time since Mother's death that I have been in the city, and I confess that I feel quite lost and very lonely.

I am at the moment on my way to Colorado. I meet Mr. Rockefeller, Jr. in Chicago tomorrow afternoon, and we take the remainder of the trip together. In Colorado we intend to visit all the coal mining camps in connection with his properties there, the iron and steel works at Pueblo, and the iron mines in the State of Wyoming. You will remember the serious struggle of three years ago, and the efforts made at that time to inaugurate new policies with respect to industrial relations, including a plan of industrial representation, whereby the employees have a voice in determining matters affecting their working and living conditions. Mr. Rockefeller, Jr. has been splendid in the manner in which he has sought permanently

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Perhaps I have been unwise in not taking advantage of this offer at the present time; but, as you know, I have never abandoned my hope of a further opportunity in Canadian public affairs, and I told him quite frankly that, until at least this year was past and I saw what developments there might be in connection with the future of the Liberal party, I would not make any arrangement which would necessitate my going to live in the United States. I pointed out, moreover, that, at least until the war was over, it would be unwise to sever my connection with Canada. The situation is a little different now that the United States is in the War, and inasmuch as my work has to do with Industrial Peace and is as such a service to humanity rather than to any particular country, there is perhaps no reason why the larger field of effort should not be preferred to one which offers practically nothing at all at the present time. Still I feel I should like to wait to see what develops.

I have been fortunate, however, in obtaining from Mr. Rockefeller a retainer for at least a third of my time for the year, with a pro rata income on the basis of his best proposal. This means that I keep my office and residence for the time being in Ottawa, and do much of my work by correspondence, visiting the States whenever it is necessary.

During the past month I have been in New York, Baltimore, and Boston in connection with duties arising out of this engagement. Through the opportunity of to improve the status of the workers, and the present visit is undertaken on his part through a sense of obligation as the largest shareholder in the Company, to see that the labor conditions are all that they should be. He is taking me with him as an industrial adviser.

That brings me to a word as to my present relations with Mr. Rockefeller. I think I told you that I severed my connection with the Foundation before contesting North York in the last elections. I took chances on the future, but felt pretty certain in my own mind that if my time was not to be taken up with politics, Mr. Rockefeller would be glad to have me associated with some of his work. He came to Montreal and Ottawa a few weeks ago to address the Canadian Clubs of both cities. While in Ottawa he stayed with me a day or two. Everyone who heard and met him was greatly taken with his splendid personality. He is really a very noble, high-minded, earnest, sincere man. While in Ottawa he spoke to me about opening an office in New York as an industrial counsellor, to advise on relations between companies and their employees. He suggested in this connection giving me a retainer in regard to matters relating to his interests, and intimated that, through business that might come through the influence of his office, directly or indirectly, I might be able to establish myself in a large way. He spoke, in the event of my going to live in New York, of retaining my services on a basis of $15,000 a year. This amount he increased to $18,000 on a visit I had to New York a couple of weeks ago.

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quiet knoll, which commands a view of the blue hills in the distance beyond, a wonderfully appropriate spot for a poet's grave; and close beside it, somewhat lower down the hill and a little to the left, is the grave of Sir Cecil Spring-Rice, who died in Ottawa, as you may remember, at the beginning of this year.

As no interment had been made of Campbell's remains, nor of the remains of Mrs. Campbell's mother, who died a few days after Campbell himself died, I felt that the gift of an appropriate family plot in the cemetery would be as welcome as any form of contribution it would be possible to make. To me there was a very special happiness in finding it possible to join with you in providing this very sacred spot. I am sure you will feel a pride and happiness, as I do, in having had the privilege of giving to Canada's greatest poet - for such Campbell certainly was - his last resting-place, in a spot which cannot but appeal, through the beauty of its location, to all those who through years to come may chance to visit his grave. His body rests there now, and Mrs. Campbell has since visited the spot. She has written you a line herself, and she told me in conversation it was quite impossible for her to express the feelings of gratitude which she entertains. I enclose a copy of the letter I wrote Mrs. Campbell at the time of sending the deed of the property to her.

My part is not yet concluded, for I intend to arrange what is necessary to secure an appropriate monument. At the moment, I have in mind something in the nature of a stone seat, on which may be carved, "Beyond the Hills of Dream", and

strife and unrest, I derive consolation that perhaps, could the truth be known, the part played has been a real one after all, and not inconsiderable in the sum of things.

You will be pleased to know that my book is rapidly assuming its final proportions. I submitted the manuscript, expept the last chapter, to the Macmillan publishing house in New York, and to the Houghton Mifflin Company of Boston. Both houses accepted the book outright. The Macmillan Company offered me a royalty of 10 per cent. on the first 1500 copies and 15 per cent. thereafter, with an increased percentage later on, but wished me to arrange for a number of copies being distributed for advertising purposes. I think the Company thought the Rockefeller Foundation would be glad to undertake this, and made the suggestion for that reason. The Houghton Mifflin Company offered me 10 per cent. on the first 2000, and 15 per cent. thereafter, but agreed themselves to contribute any number of copies desired for advertising purposes. They are getting out a series of books dealing with Reconstruction in its various aspects, trade, finance, etc., etc. As my book is entitled "Industry and Humanity - A Study in the Principles Underlying Industrial Reconstruction", it seemed to make a special appeal to this firm. I think in America they have better facilities for publishing and pushing the sale of books of this class, and as they have undertaken to have the book published by Constable in England, as well as to have it published in Canada and distributed in other parts of the British Empire, I decided to make my contract with them.

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all matters pertaining to home affairs in so far as they are of concern to him.

In your letter you speak of not having heard from me for a very long time, until the receipt of the letter of which yours was an acknowledgment, and you speak particularly of having had no letter in reply to the very beautiful letter you sent me at the time of Mother's death, and which was duly received. Certainly some of my letters to you have gone astray, for I have written you three or four times, this year, and wrote you more fully concerning all that has affected me so deeply of late than I have written any other person. Indeed, I have not written anyone but yourself in an intimate way concerning these matters which mean so very much to me. It distresses me greatly to feel that some of my letters have missed. I think all of yours have been received, and all have been appreciated more than words can express.

In a previous letter I think I thanked you for your very generous donation towards any fund that might be raised to assist Mrs. Wilfred Campbell, and spoke of the thought in my mind at the time of the use to which your contribution could be put with largest advantage to all. I was obliged to wait until the snow had gone from the cemetery, before attempting to choose an appropriate plot. Meanwhile, Mrs. Campbell's only son, Basil, who had been at the front since the commencement of the War, returned, and he and I were able to visit the cemetery together. We were fortunate in securing a very lovely plot of ground at the top of a

Having to go to Colorado, where I shall be absent about a month, is throwing me back considerably on the date of publication, but I expect the book will be on the market by October at the latest. If there appears to be sufficient time to permit of hearing from you after receiving the galleys and before final publication, I shall send you a set of galley proofs. I confess, however, I have been somewhat hesitant about troubling you with looking over any part of the manuscript without being in England to discuss it with you. What anything in the nature of revisions or suggestions would involve in correspondence is only too apparent, and I have hesitated to place any burden of this kind upon you. At the same time, I confess there is no one whose judgment I should have attached equal value.

Perhaps I should mention that the book has to be presented to the Foundation in the first instance, but the Foundation has accorded me the right to do with the manuscript whatever I wish.

I am distressed to find that three or four weeks have gone by since the receipt of your letter written at Easter, and which is the last communication I received from you. It came just as I was leaving for New York to attend to the mining matter to which I have referred. I got back to Ottawa only a week or two ago, and have since been engaged in getting ready for this present trip and the absence it involves. Among other things, I had to prepare for my brother and sister a statement of my administration of Father's and Mother's affairs. The amounts concerned were all small, but the detail was perhaps greater on that account. As I expect to see my brother in Denver, I have thought I would try to conclude with him, while there,

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some suitable inscription of Campbell's life and work. If time ever permits, I shall write a little appreciation of his life and his message to the world, something like the little book, "The Secret of Heroism" which I did on Harper. In the case of Campbell, I think I should choose as a title, "Undaunted Aspiration". He never ceased to aspire, and nothing ever daunted his wonderful spirit, though he labored under burdens which would have destroyed soul and body of most men.

I am in doubt about what it may be best to do in the way of visiting England this year. Perhaps I am wise in not hastening to a decision until my book is completed, and deciding then in the light of the turn events may take.

Meanwhile, perhaps I shall hear from you again as to developments in connection with the War, and the outlook as you are able to gather it. You wrote last at what seemed to us here to be about the hardest moment of the whole struggle. It looks now as though it marked the zenith of German power, and that from now on America's wealth in men, equipment, and resources is going to be more and more a telling factor. I think America realizes all that she owes to Britain and France. Their coming into the struggle has been a good thing for the Allied Nations, but it has meant everything for America. It is really splendid to see the unanimity and enthusiasm that seems to pervade that great country everywhere in the matter of the winning of

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changed world we shall see if we are ever privileged to look out upon it again together!

I shall write you further after seeing my brother. Meanwhile, accept again the expression of my most grateful thanks for all your letters, for all your assistance, your sympathy and help.

With affectionate remembrances,
Believe me, as ever,

Your very sincere friend,

Rex

Mrs. James Carruthers,
8 Gower Street,
London, W.C., England.

the War. I have learned on the very best of authority that over 800,000 Americans are already in France, three-fourths of whom are actually in the fighting line. There is scarcely a day passes that a fresh transport laden with men does not cross. Men have been crossing at the rate of 100,000 a month. At the present time America is turning out the equivalent of one 14,000 ton vessel a day. She expects to be shipping very soon 100,000 men a week.

You are wholly right as to the necessity of Germany's defeat at this time. Anything I have written you of Christianity being the ultimate influence in the matter of securing world peace is, of course, a philosophical belief. To obtain this opportunity for Christainity to do its work is the first essential. It can have no chance under German militarism, because the doctrine of Force is the very antithesis of the doctrine of Right. All I have meant to say has been that Force will never be ultimately conquered by Force. It may be temporarily overthrown. The real overthrow is to come only through conversion to a different point of view, founded on a different belief in life and its purpose, and it is to this great task that the Allied powers must turn their efforts when the war is ended.

I was glad to hear of Wim's appointment as Deputy Assistant Director of Artillery. I share your feelings of pride in his achievement, and I hope for promotions worthy of his character and ability. How I wish I could see you and talk over the events of the years which have passed since last we met. What a

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TELEPHONE,
799 MUSEUM.

8, GOWER STREET,
BLOOMSBURY.

July 3rd, 1918.

My dear Rex

I was delighted to receive your long and interesting letter of May 24th written from Toronto. I can well realise that your return to that city must have had many poignant memories, and the sad duties which you tell me brought you to your old home are of a character which always tear at one's heart strings.

First let me speak to you about Wilfred Campbell. I had such a nice letter from his poor wife two or three weeks ago. I am so glad to hear of the arrangements you have made about his grave, and it is a sad satisfaction to me to be associated with you in this pious duty as regards the last resting place of so good and true a man. I hope that you will be able some time to write a little appreciation of his life and message. I have always remembered our walks and talks at Ottawa, and once he came to see me unexpectedly in London and his visit gave great pleasure to Mother which is perhaps why I remember it so vividly. It is distressing to think how many men of wonderful gifts and spirit are loaded down to such an extent by the material cares of life that the expression of their gifts becomes necessarily cramped and imperfect. Surely after this terrible upheaval will not the right thinking men and women of all nations set their minds towards the evolution of a state of society less of a pleasure house for the rich and more of a pleasure house for the poor, - to use a Campbell Bannerman phrase,- than anything which exists at present? Any return to the old order seems to me intolerable, and yet I am very doubtful whether there is any real quickening of the spirit among the majority of people, anyway well-to-do people, as regards the necessary sacrifices any fundamental change in the basis of society would exact.

This brings me to Mr. Rockafeller and all that you tell me of your relations with him. He must be an extraordinarily interesting man, and I feel sure that the work you are carrying on for the Foundation is of the greatest value. I am wondering more and more, however, whether the present capitalist system which a man like Rockafeller naturally expresses in the highest degree can ever afford a healthy basis for society.

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Indeed, I have come to the conclusion that it cannot, and that industry based on its present competitive, profit making system creates and sustains the bitter war raging in every class of society, - a struggle which I believe lies at the root of the appalling upheaval taking place at the present moment between the armies of the world. The view I have come to hold is that unless industry is viewed as National Service and the profits of industry fairly divided between the capitalist, worker, and consumer, we can never hope for industrial peace. Still more important is the question of the association of the workers with the management or the policy which in England is now associated with what are known as the Whitley Councils.

I was much interested to see that you are concerned in inaugurating any policies whereby the employees have a voice in determining matters affecting the conditions under which they work.

The Whitley Councils are not well received by the out and out Socialists in this country, but personally I support them as a step in the right direction. A change from the old order to the new cannot be effected by a coup de main, and there must be a long period of preparation and transition before the workers themselves are in a position effectively to control industry. Everything, however, seems to me to depend upon whether the orientation of the new world will or will not be towards this view of society.

I shall be immensely interested to read your book and to see exactly where you are on all these tremendous questions. I do not conceal my belief from you that the basis of society must in time be altered fundamentally if we are to have true national peace and the development of the best qualities of independence and self respect among the workers. It is so long since we met and talked, and many things have happened in the interval. It is almost impossible to discuss these great questions by letter, and the overwhelming impressions of the last four years have resulted in many anchors dragging.

It is difficult to hazard an opinion as to what the post war conditions are likely to be. A period either of anarchy or of complete reaction is quite possible, though I hope the inherent good sense of this nation may save it from either folly. We are all dreadfully tired and exhausted by this appalling

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struggle and the immense drag it has been and is on all our hearts and energies, and whenever the strain is over we may be too exhausted to have much power to work or vision as regards the future.

Mrs. Hewitt writes in one of her interesting letters that America is looking to us for vision and statesmanship. I do not like to tell her brutally that neither quality is conspicuous by its presence in England at the moment, though our rank and file still remains wonderful. Rather I should say many of us look to America with its youth and enthusiasm to help the world over the difficulties of the coming years.

When I wrote you at Easter it was at a desperately critical moment. I shall never forget the weeks of the March offensive and all we went through. Since then the situation has certainly improved somewhat, but the position is still very grave, and this horrible waiting for the next German blow makes for great tension on one's nerves.

I hear very good accounts of the American troops though the numbers of which you write had hardly been reached by the end of May. However, they are more or less correct now, though of course you realise only a proportion represent bayonet strength. I am afraid the American Army will be much hampered by difficulties about officers and staff. Armies cannot be improvised on the spot as we have found to our cost especially as regards staff work and the higher direction, and the disadvantages of the Americans will be even more marked in this respect than our own.

I hope you will meet my friend Angus Fletcher to whom Mrs. Hewitt has been most kind. He writes to me of how strange it is to be in a country where so little real appreciation of the war has as yet penetrated. I do not suppose that anyone on your side even dimly appreciates all we have gone through. One has to live in its atmosphere to know what it means.

The political situation in Canada has apparently calmed down and Quebec has accepted conscription if one can judge from the newspapers.

As for the performances of our Government over Ireland, the least said of them the better. Conscription ought of course to have been applied to Ireland when it was applied to

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England, but the Government went out of their way to ask for trouble when they brought in those two crazy Bills in side by side.

I know you will be glad to hear I have had Jim back on leave recently for a fortnight, and indeed I was thankful to see him again after an absence of six months. He was looking very well and likes his job at G.H.Q. His personal good spirits never flag, but he has no illusions about the military position and sees things as they are.

I know you will be grieved to hear what a sad time Evy Jones is going through about Lawrence. I told you did I not that he was wounded and missing in the March offensive. Jim made enquiries and it was practically certain he had been killed though Evy declared he was alive. And so indeed it proved as ultimately he turned up in a hospital in Germany. Of course the great fact of his life having been spared is so outstanding that one cannot be sufficiently thankful for so great a mercy, but otherwise I feel Evy is going through a very agonising time. In the first place he has been most seriously wounded, and the doctors say the wound cannot heal for six months. He has been taken to a prison camp on the borders of Russia where apparently he is kindly treated, but communication takes a long time and for many weeks she had no address to which she could write. It is only in fact quite recently she has been able to do so and he, poor man, must have been left without news of her for quite four months. She shows extraordinary fortitude and courage in this trial, but to think of all one loves most ill and suffering in a prison camp in Germany must indeed be a terrible experience. I think she would appreciate a line from you if you were to write. Of course you would not dwell on all I have told you of his sufferings. He was wounded in the back, and my own dread is that he may be permanently injured. He writes he is covered with bed sores and is as thin as a beanstalk. The Greys have a wonderful spirit, and Evy is a lesson to us all.

I am leaving London shortly for Tapton.

I have been as usual very busy, and have been serving on a House of Commons Committee in connection with the proposed Luxury Tax. My experiencesin this direction have been very stormy. The tax proved on investigation to be quite

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unworkable, and one of my colleagues and myself felt unable to present a report. The Select Committee of the House flew into a temper and discharged us by Special Resolution. I shall have a good deal to say against these monstrous proposals once the Select Committee has reported. The Luxury Tax proves in fact to be an application of Tariff Reform in its most vicious sense. Tariff Reform at least sets out to protect industry, Luxury Tax paralyses it at every turn. There is of course no exact definition of Luxury and the word is a misnomer.

I hope to go to Devonshire for a little rest in the middle of this month. The strain of everything is very great at present and I must confess to being tired.

With love and every good wish.

Yours affectionately,

Herbert Marlborough

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The Roxborough,
Ottawa, October 25, 1918

All summer long I intended to write you from Kingsmere to let you know that I was planning to spend part of the winter months in England. I am under the impression that I did dictate a letter, but withheld the writing of it until I could say with a little more definiteness just when I was likely to get away. The work of bringing to completion the book on which I have been engaged has taken, at every stage, so much longer than I anticipated it would that engagements, correspondence, and everything else have suffered lamentably. I made a sort of secret vow that I would finish the manuscript of the book before writing a letter to anyone. I had no sooner completed the manuscript than galley proof began coming in, and then page proof. For a solid six weeks I have been busy with the revision. As a result, it is only to-day that I am again taking up the correspondence which has been dropped over so long a time. I am sorry not to have written you sooner, because I was anxious to let you know of the prospect of my being in England, and to hear from you as to how wise you thought such a step might be. It looks now as though it would be the end of the year before I could get away; so that, if you yourself are not too pressed for time, perhaps I might hear from you in the course of the next few weeks.

The thought of my going to England at this time is partly due to a suggestion made by Mr. Rockefeller, Jr. after our return from Colorado. Mr. Rockefeller thought that the advantage of learning at first hand what was being done in England in the way of reconstruction would be so considerable in what it might mean in the way of more useful service to industry on this side of the ocean, that he generously offered to defray the expenses of such a trip for my secretary and myself should I care to take advantage of it. We both agreed that it would be desirable to complete my book first. Neither of us imagined, however, that that work would take the length of time it has. When he spoke of the matter, I thought it might be possible to get away not later than the end of this month.

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I told you in a previous letter of the work done in connection with the Colorado Fuel and Iron Company, the Standard Oil Company, and one or two other industries, in the way of bringing about representation of the employees in the control of conditions under which they work, and of industrial policy within certain limits. The Colorado Plan has been so great a success that many of the large industries in the United States have recently been attempting similar developments. I have been called into conference with several of them. During the summer, I drew up extensive plans of representation, including the establishment of works committees, etc., for the Bethlehem Shipbuilding Corporation and the Bethlehem Steel Company, affecting altogether about 120,000 employees in shipyards and steel works allied with these corporations. I also prepared similar plans for the General Electric Company, which is another of the largest and most important corporations in the United States. I expect to leave tomorrow night for Colorado to commence a survey of the factories of the Great Western Sugar Company in four or five of the western states, with a view to preparing a plan of representation for their employees. The retainer for this work was given me when I was in Colorado in the spring. I accepted it for the month of October, expecting to have my book completed by that time; but the work in connection with the steel industry and the General Electric Company took such a piece out of the summer that I have been thrown a month behind in the keeping of that engagement. Now, other industries are beginning to communicate with me for purposes of consultation and the drafting of plans. Yesterday I received a letter from the International Harvester Company of Chicago, the largest agricultural implement concern in America; and this afternoon a telegram has come from the Youngstown Sheet and Tube Company, of Youngstown, Ohio, another very large and important manufacturing concern. Had my book not kept me so closely confined, I might have had many more retainers; but I have had to refuse even consideration of other work in order to get my book out of the way.

I think I told you in a previous communication of having drafted plans for the Consolidation Coal Company, which were accepted by some thirty-two other coal companies in Maryland, and later by other companies in the States of West Virginia and Kentucky. The plan drafted for the Consolidation Coal Company was so satisfactory that Dr. Garfield, the Fuel Administrator of the United States, accepted it as the basis for the settlement of all future controversies between any of the coal companies of the United States and their employees, for the period of the War.

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I mention all this because I know how greatly you will rejoice at this opportunity of service in a large way to both Industry and Humanity. I also mention it because, in a letter received from Mr. Rockefeller this week, he raises the question whether, in view of the way in which the different corporations are taking to this plan of giving their employees more of a voice in the determining of conditions surrounding their employment, it would not be better for me to consider postponing the trip to England, and doing all in my power to help to shape this movement in America. Perhaps, in writing, you would let me know your views on this point. I would not like to forego the exceptional opportunities which the new movement is offering on this side. On the other hand, I confess that I feel, now that I have the book off my hands, very much in need of a complete change for the period of a few months. I have felt I could get both change and inspiration by a visit to England, with time free to be given exclusively to studying conditions and movements, and getting into touch with those most active in the work of reconstruction.

I confess, too, I am most anxious to have a talk with you over many matters which relate to the future. Sir Wilfrid has spoken to me of the opportunities which he thinks lie before me in a political way in Canada. I leave you to surmise what he has in mind and may have said in this connection. I shall probably have to decide within the next year whether I shall devote my future to politics in Canada, or take up, to the exclusion of politics, the work of an industrial counsellor. Both offer fine careers and opportunities of service. From a financial standpoint, the work of advising corporations on industrial matters would probably lead to complete independence; whereas the political life in all probability would lead in the opposite direction. I confess, however, that my heart is more in politics and the work of shaping reconstruction through the instrumentality of government, than in anything else; and I am most anxious not to leave Canada if that can be avoided. These are matters I should particularly value an opportunity of talking over with you.

I am also not less interested in learning of your own life and work and thought, and to see you and Jim in your own home. I have thought many times, that were possible to be in England for Christmas Day, what a happiness it would be if we could visit St. Margaret's as we did together on a Christmas many years ago. It looks now as though we might hope to see on Christmas Day of this year some transaction consummated which would be of vast significance to the whole future of mankind.

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I cannot believe the War is going to last beyond that time. I should not be surprised to see some end of hostilities even before that date. Please let me know your own views when you write.

I am more than sorry not to have had the pleasure thus far of meeting Mr. Angus Fletcher, of whom you wrote. Except, however, to pass through New York in connection with some of the business matters mentioned, I have not been in that city this year for any period of time. Mrs. Hewitt has written me that Mr. Fletcher is a most delightful man, and that his presence in America means much for the British Entente. He is, she says, just the person to bury the old prejudices fathoms deep, and to leave a feeling of rare understanding and kinship wherever he goes. Mrs. Hewitt thinks it is a great pity he was not made Secretary of the British Information Bureau in America. She says she can imagine no one better fitted to do the Empire good in the United States. I almost feel as though I should have made it a point of meeting Mr. Fletcher in New York. I certainly would have done so long ago had I ever dreamt that the completion of my book was going to take the time it has. Every visit everywhere, and everything I have undertaken for months past, has been cut short in the one hoping of bringing this job to completion. From what Mrs. Hewitt writes, I fear Mr. Fletcher is returning almost immediately to England. I am very sorry for this, for I feel I have lost a rare opportunity in having been so unfortunate as to miss him.

Just one further word about the book. I suppose there is no person whose opinion of the work I am more curious and anxious to have than your own. I would have given a great deal to have had the chance of discussing its chapters one by one with you before the book came out. I have always believed that we saw pretty much eye to eye on industrial questions, and no judgment in industrial and political matters has been as helpful to me as yours. Just to make quite sure that at least part of the book would appeal to you, I embodied in the heart of one of its chapters the most radical part of one of your letters to me. The thought was so completely in accord with that of the book as a whole that I am sure not one reader in a thousand will be able to discern the part I refer to as being in the nature of an excerpt from some outside source. I shall leave you to discover the passage for yourself. After reading it, I imagine you will have no further misgivings about

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any possible prejudice to my point of view on account of association with the Rockefeller Foundation or business interests. I want to repeat to you what I have said right along about Mr. Rockefeller, Jr., that without exception he is the most remarkable man of influence in commercial and industrial circles in America. The fact that he is genuinely Christian in his point of view, sympathies, and aims has made it very easy for both of us to see eye to eye on matters of social and industrial reconstruction; though in some respects our points of view might be expected to be the antithesis of each other.

The book is being brought out by the Houghton Mifflin Company, of Boston and New York, for the United States; and by their representatives, the Allen Publishing Company, of Toronto, for Canada. The Houghton Mifflin Company have recommended the publishing of an English edition to Archibald Constable & Company. I hope you will feel when you read the book that it may have value in it for an English public as well as for a public on this side of the Atlantic. I have put my soul as well as my thought into the book. It stands for what I have tried to stand for in public life. I am sending it out to the world as a little memorial to my father and mother, to whom I owe any merit it may possess; but who in no way are responsible for any of its limitations. I have asked the Boston publishers to send you one of the first copies off the press. It will be the only copy I am sending to England at this time. Please believe, as you read its pages, that I am indebted in no small measure to you also for circumstances which have made possible the writing of the book and have helped to give to its pages something of the color they bear. I shall feel not a little disappointed if the book is disappointing to you. Nevertheless, I hope you will write me with utter frankness your own feelings and judgment concerning it. I know you will do this in any event, but I am most anxious you should allow no personal consideration to outweigh any criticism which you think the shortcomings of the book or its many limitations deserve.

Though I may be in the American West for some little time, any letter you send to Ottawa will be duly forwarded. My brother, I am sorry to say, has not been so well of late. He has, in fact, been confined to his bed for two months past. He writes cheerfully as usual, but I am truly glad that a chance is coming to me to see him within the next few days. My married sister, who is the only other member of the family left besides myself, is still in Walkerton, Ontario, where her husband is Manager of the Bank of Commerce. You will understand how closely

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I have kept at my work all of this year when I tell you that it has not been possible for me to share one day with her to make a division of our family belongings. They are all still in storage, just where they were placed shortly after my father died. Though I had intended to make the division at Easter time, I imagine it will have to be made in or about the Christmas season.

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Brown Palace Hotel,
Denver,Colorado, November 11, 1918

Mrs. James Carruthers,
8 Gower,
London, England.

Greatly rejoicing with you today.

Mackenzie King.

PREPAID
Room 829
Brown Palace Hotel

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35449 Form 2C

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Cable

Ottawa, December 24, 1918 191

TO Violet Markham Carruthers,

Chesterfield, England.

Heartiest Christmas greetings. Best wishes

success.

Rex.

CHG. W. L. MACKENZIE KING

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IN YOUR REPLY PLEASE REFER TO
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Dec 18th 18.

Dear Mr King

My sincere thanks to you for the kind thought which caused you to send me your book "Industry & Humanity". Judging from what I saw of you when you were here, your ideas about these questions are right - humane - just & therefore feel that a close study of your book will help me in future years. If it is as good as I expect it to be it shall take an honored place in my young, but growing library & will be a fitting companion for a few other of my treasure books on a similar subject. Health & Happiness to you Sincerely

R K Marsh

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MASSACHUSETTS GENERAL HOSPITAL

TRAINING SCHOOL FOR NURSES.

Boston, July 3, 1918

Honourable Mackenzie King, Roxboro Apartments, Ottawa, Ont.

Dear Sir:-

Miss Eugenie LeCourt.

refers to you in her application for admission to the Training School for Nurses. Will you please tell us what you know of her moral character, home environment, disposition and intellectual capacity for a profession that demands superior qualifications.

Such information as you are kind enough to give us will be considered confidential.

Yours very truly,

Sara E Parsons
R

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PUBLIC ARCHIVES PUBLIQUES
CANADA

35452

The Roxborough,
Ottawa, July 6, 1918.

Miss S. E. Parsons,
Training School for Nurses,
Massachusetts General Hospital,
Boston, Massachusetts.

Dear Madam:

I have received your communication of the 3rd instant, referring to the application of Miss Eugenie LeCourt for admission to the Training School for Nurses.

In reply to the request which it contains, it gives me pleasure to say that I have known Miss LeCourt personally for some time, and have had the pleasure of being from time to time at her home. She possesses the kind of disposition and character which I think would make her a successful nurse. Indeed, her qualifications, intellectually, morally, and in other respects, are all of a superior nature. She comes of a cultured home and family, and is gifted in many ways. I feel quite sure that the Massachusetts General Hospital would have every reason to be pleased to have Miss LeCourt as a member of its Training School for Nurses.

Yours very truly,

W. L. MACKENZIE KING

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35453

PRIVY COUNCIL
CANADA

Offices of the War Committee.

Ottawa, April 11th, 1918.

My dear Mr. King,

When I verbally accepted your kind invitation to dinner I did not realise that it was for next Saturday night. Unfortunately I shall be out of town over the week-end and therefore I shall not have the pleasure of dining wieh you and meeting Mr. Rockefeller. I am very sorry that I cannot be with you. Many thanks for your kindness in thinking of me.

Yours sincerely,

M.

The Hon. W.L. Mackenzie King,
Roxborough Apartments,
O T T A W A.

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35454

The International Nickel Company of Canada, Limited

Refining Division

DEPARTMENT OF LABOR

Port Colborne, Ontario.

J. C. MASSIE,
MANAGER

24th Dec. 1918

Dear Mr King:-

Please accept my appreciation of "Industry and Humanity" which is of particular interest to me.

If at any time you can come to Port Colborne I shall be glad to take you through this plant

Wishing you the Compliments of the Season,

Sincerely yours

J. C. Massie

Honourable W. L. M. King,
Ottawa, Ont.

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THE COLORADO FUEL AND IRON COMPANY
PUEBLO, COLORADO
FUEL DEPARTMENT

B. J. MATTESON,
ASSISTANT MANAGER

35455

December 16th 1918.

Mr. W.L.Mackenzie King,

The Roxborough,

Ottawa, Canada.

My Dear Mackenzie King:-

I take this opportunity of extending to you many thanks for the elaborate publication entitled "INDUSTRY AND HUMANITY" which I received in the mail today. I shall read the book with more than ordinary interest because of the associations it carries with it.

Wishing you a Merry Christmas and a Happy and Prosperous New Year, I remain,

Sincerely yours,

B J Matteson

BJM-r Assistant Manager.

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35456

ELISHA M. STEVENS
EDWARD S. UNDERWOOD
HENRY R. MAYO
GEORGE W. HOWE

NILES, STEVENS, UNDERWOOD & MAYO
ATTORNEYS-AT-LAW
SECURITY TRUST BUILDING
LYNN, MASS.

August 2nd, 1918.

Hon. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My Dear Mr. King:-

The gentlemen with whom you were talking in Boston, their titles and addresses, are as follows:-

Mr. E. W. Rice, Jr.,
President General Electric Company,
120 Broadway, New York.

O. D. Young, Esq.,
Vice-President General Electric Company,
120 Broadway, N. Y.

Mr. W. C. Fish,
Manager Lynn Works, General Electric Company,
Lynn, Mass.

Mr. Richard H. Rice,
Engineer Turbine Department, Lynn Works, General Elec. Co.,
Lynn, Mass.

Charles H. Wright, Esq.,
Pittsfield, Mass.

Very truly yours,

Henry R. Mayo

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35457

The Roxborough,
Ottawa, July 17, 1918.

The Welfare Division,
Metropolitan Life Insurance Company,
1 Madison Avenue,
New York City.

Dear Sirs:

Would you oblige Mr. Mackenzie King by addressing to him, at The Roxborough, Ottawa, Canada, copies in duplicate of your reports on "Welfare Work for Policy Holders" and "Welfare Work for Employees". He would be much interested in having information of the work carried on by your Welfare Division. Also, if you have at hand literature descriptive of any other aspects of your Company's welfare or industrial work, Mr. King would appreciate it if you would have the same forwarded, in duplicate if possible.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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35458

Metropolitan Life Insurance Company

John R. Hegeman, President

LEE K. FRANKEL
THIRD VICE PRESIDENT

New York City

July 22, 1918.

Mr. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear Mr. King:

As per request of your secretary, I am sending you herewith a copy of our "Welfare Work for Policyholders and Employes", which I hope may be of service to you.

Under separate cover I am sending you a package of our welfare publications which we have distributed among our policyholders. All of the publications, as per your request, are being sent in duplicate.

Very truly yours,

Lee K Frankel

LKF/M

Third Vice President.

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The Roxborough,
Ottawa, July 29, 1918.

Mr. Lee K. Frankel,
Vice-President, Metropolitan Life Insurance Company,
New York.

Dear Mr. Frankel:

I have received your letter of the 23nd instant, and the other documents which were sent on the same mail.

Let me thank you very cordially for your kindness in letting me have so complete a record of your Company's publications on the subject of welfare work. I shall be particularly interested in looking through the report of last year on the work among your employees.

If other reports of a like nature are to be issued from time to time, I should be grateful if you would have my name placed on the mailing list to receive copies as they are published.

With renewed thanks for your kindness in meeting this request, Believe me,

Yours very truly,

W. L. MACKENZIE KING

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35460

Dear Mr King,

I sincerely regret, owing
to an important engagement, at the House,
I will be unable to accept your very
kind invitation to dinner on Friday
evening. I appreciate your asking me

Yours very truly

C. B. Thornton

April 11, 1918

W. L. Mackenzie King Papers

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CANADA

102(13) 35461

DEPARTMENT OF MILITIA AND DEFENCE
CANADA

Minister's Office.
Ottawa. June 6th, 1918.

Dear Mr. King,-

#3105190 Pte. Louis M. Herpe.

You will remember some days ago you gave me a letter from the above-named man, who is at Quebec, but was formerly employed by Mr. Rockefeller.

I was in Quebec yesterday and sent for this man and had an interview with him. I intend to take up his case and see if I can get him discharged.

Yours faithfully,

O. B. MacBrien

Hon. Sir Wm. Lyon Mackenzie King,
O t t a w a,
Ontario.

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CANADA

35462

102 (13)

The Roxborough,
Ottawa, September 19, 1918.

The Honourable S. C. Mewburn,
Minister of Militia and Defence,
Ottawa.

Dear General Mewburn:

By a remarkable coincidence, I found among my mail on returning to The Roxborough from the Club, after our conversation yesterday, the two communications I enclose herewith.

They are self-explanatory, and perhaps a line from you will be sufficient to complete everything satisfactorily. I am sorry to trouble you further, after your kindness in this matter; but in view of the interest you expressed yesterday, I am sure you will pardon me for so doing.

Perhaps you would be kind enough to let me have back the letters.

Yours sincerely,

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CANADA

35463

107(13)

C/D.

Minister's Office.
Ottawa.

September 24th., 1918.

Dear Mr. King:-

No. 3105190, Private Louis Horne, C.O.R.

In reply to your letter of the 19th. instant addressed to General Mewburn, I beg to advise that instructions were sent by wire on the 23rd. instant to the General Officer Commanding, Military District No. 2, with a view of straightening out this man's discharge.

I return herewith the enclosures received with your letter, as requested.

Yours faithfully,

W. Creighton

Major,
Private Secretary.

W. L. Mackenzie King, Esq.,
"The Roxborough",
OTTAWA, Ontario.

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35464

The Brown Palace Hotel,
Denver, Colorado, November 10, 1918

The Midvale Steel and Ordnance Company,
Philadelphia, Pa.

Dear Sirs:

The Daily Iron Trade and Metal Market Report, of Cleveland, issue of Wednesday, October 2, 1918, makes mention of a plan of representation of the employees of your Company recently adopted. Mr. Mackenzie King has asked me to inquire if copies of this plan are available for distribution; and if so, to say that he would greatly appreciate being favored with one or two copies.

Mr. King's address until November 30 will be as above. His permanent address is The Roxborough, Ottawa, Canada.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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The Roxborough,
Ottawa, December 20, 1918

The Midvale Steel and Ordnance Company,
Coatesville, Pennsylvania.

Dear Sirs:

A number of trade and other publications have recently made mention of a plan of representation of employees which your Company has adopted. Mr. Mackenzie King has asked me to inquire if copies of this plan are available for distribution; and if so, to say that he would greatly appreciate being favored with one or two copies.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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35466

Now that the War in defense of Civilization has been won,
the way to resume is—to resume.

Midvale Steel and Ordnance Company

14 WALL STREET

WILLIAM B. DICKSON,
VICE PRESIDENT.

New York, December 26th, 1918.

Mr. F. A. McGregor,
Private Sec'y to Mr. W. L. Mackenzie King,
The Roxborough, Ottawa, Canada.

Dear Sir:-

As requested in your letter of December 20th,

I am enclosing you herewith two copies of our Plan of Representation of Employes.

Yours very truly,

Wm B Dickson

Vice President.

W. L. Mackenzie King Papers

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CANADA

35467

The Roxborough,
Ottawa, December 28, 1918

Mr. William B. Dickson,
Vice-President, Midvale Steel and Ordnance Company,
14 Wall Street,
New York.

Dear Sir:

In Mr. Mackenzie King's absence from the city, I have received your letter of the 26th instant, enclosing two copies of the Plan of Representation of Employees of the Midvale Steel and Ordnance Company.

Mr. King will probably return to Ottawa during the early part of next week, and I shall see that the documents you have sent are brought immediately to his attention. Meantime, may I thank you for your kindness in meeting the request of my letter of the 20th.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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CANADA

ESTABLISHED 1857
BORDEN'S CONDENSED MILK CO.
108 HUDSON STREET
NEW YORK

January 3, 1918.

W. L. Mackenzie King, Esq.,
The Roxborough, Ottawa, Canada.

Dear Sir:

Beg to acknowledge receipt of your favor of the 27th ultimo and say that we thoroughly appreciate the courtesy of your replying to ours of November 15th so fully.

Very truly yours,

F. W. Wilbram
President.

GS

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CANADA

35469

102(13)

City and County of Denver
Mayor's Office

W. F. R. MILLS
MAYOR

C. F. REED
SECRETARY

June 11, 1918.

My dear Sir:

I regret very much that I was not in the office when you called with Mr. Rockefeller yesterday. As I have indicated in a letter to him, of even date, I had two important engagements outside, and I was not advised of the hour when Mr. Rockefeller would call.

It would give me great pleasure to meet you on Wednesday at Mr. Welborn's office, at such hour as Mr. Rockefeller and yourself may find convenient.

Very truly yours,

W. F. R. Mills
Mayor.

Mr.W.L.Mackenzie King,
C/o Mr. J. F. Welborn,
Colo. Fuel and Iron Co.,
Denver, Colo.

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CANADA

35469

102(13)

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June 11, 1918.

My dear Sir:

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It would give me great pleasure to meet you on Wednesday at Mr. Welborn's office, at such hour as Mr. Rockefeller and yourself may find convenient.

Very truly yours,

W. F. R. Mills
Mayor.

Mr.W.L.Mackenzie King,
C/o Mr. J. F. Welborn,
Colo. Fuel and Iron Co.,
Denver, Colo.

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CANADA

POSTAL TELEGRAPH – COMMERCIAL CABLES

CLARENCE H. MACKAY, PRESIDENT

COUNTER No.

TIME FILED

M

TELEGRAM

CHECK

The Postal Telegraph-Cable Company (Incorporated) transmits and delivers this message subject to the terms and conditions printed on the back of this blank.

SEND the following Telegram, subject to the terms on back hereof, which are hereby agreed to.

[DESIGN PATENT No. 40529]

2—718

June 14, 1918

Telegram received at Mr. Welborn's office
from Mr. A. B. Minear, at Chicago.

"Hicks wires asking Stickel and me to meet Mr. King at Denver. I had planned arriving there the 19th. Am wiring Stickel at New York to learn dates agreeable to him. In the meantime, can you wire me advising if Mr. King expects to stay in Denver till the 19th or longer."

12.30 noon.

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[DESIGN PATENT No. 40529]

2—718

Denver, June 14, 1918.

Draft telegram for Mr. Cowdrick to send to Mr. Minear at Chicago.

Mr. King plans to leave Denver Monday night seventeenth. Further delay would depend on certainty of meeting both Stickel and you here by Wednesday. If this impossible, perhaps meeting could be arranged at Chicago. Could decide after knowing dates agreeable to Stickel.

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CANADA

POSTAL TELEGRAPH – COMMERCIAL CABLES

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[DESIGN PATENT No. 40529]

2—718

Copy of Telegram received from Minear,
from Chicago, June 14, 1918.

No reply yet from Stickel, and learn he has Chicago engagement Monday or Tuesday. If Mr. King can see us in Chicago Wednesday, please advise me of place and hour. I think we can arrange satisfactorily, or will endeavor to meet any other Chicago date agreeable to King.

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CANADA

POSTAL TELEGRAPH – COMMERCIAL CABLES

CLARENCE H. MACKAY, PRESIDENT

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SEND the following Telegram, subject to the terms on back hereof, which are hereby agreed to.

[DESIGN PATENT No. 40529]

2—718

Copy of Telegram drafted by Mr. King to be sent from Mr. Welborn's office to A.B. Minear at Chicago, June 14, 1918.

Mr. King will be at Bladkstone Hotel Wednesday morning. Will arrange for meeting with Stickel and you there between ten and twelve Wednesday.

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35474

18.4

Minnesota Law Review

University of Minnesota

Minneapolis

June 22,1918.

Hon. McKenzie King,
House of Commons,
Ottawa, Canada.

Dear Sir:

The Minnesota Law Review, now closing its second year, would esteem it a privilege to publish during the year 1918-19 an article by you on any legal subject in which you may be interested. The Review has become thoroughly established and has won the confidence and esteem of the bar. I am sending you, under separate cover, a copy of a recent issue. We are not able to offer money compensation,but can promise you a worthwhile audience, and hope you may feel inclined to write for us. An article on the principles and operation of the Canadian Labor Arbitration Act would, I think, be especially interesting.

I should be glad to have your response at your early convenience.

Sincerely yours,

Henry J. Fletcher.

Editor-in-Chief.

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35475

The Roxborough,
Ottawa, June 25, 1918.

Mr. Henry J. Fletcher,
Editor-in-Chief, "Minnesota Law Review",
University of Minnesota,
Minneapolis, Minn.

Dear Sir:

Your letter of the 22nd instant, addressed to Mr. Mackenzie King, has been received here to-day in Mr. King's absence from the city.

With regard to the request you make of Mr. King to prepare an article for The Minnesota Law Review, permit me to mention that at present Mr. King is giving his entire thought to the completion of the manuscript of his book which is to be published this fall. This task and the fulfillment of a number of obligations undertaken for the balance of the year, will make it impossible for Mr. King to take advantage of the opportunity your invitation affords.

At an early opportunity, I shall present your letter to Mr. King, together with the copy of The Minnesota Law Review, which no doubt will come to hand shortly. I am writing this acknowledgment to let you know of the exceptional circumstances which I am satisfied will prevent Mr. King from sending the ready compliance which otherwise he would be glad to send.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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35476

Cable Address
"Ritzcarlton"

Tel. Uptown 7180.

Ritz-Carlton Hotel, Sherbrooke Street West.

Montreal. September 4, 1918.

Honorable Mackenzie King,
Ottawa, Ont.

My dear Mr. Mackenzie King:-

I am in Montreal upon the invitation of the Canadian Bar Association. The invitation to give an address before that influential body of Canadian lawyers was received during the summer while I was preparing an address for the American Bar Association. It was upon the invitation of the American Bar Association that I crossed the Pacific and arrived on this Continent in the early summer.

If you are in Ottawa and there is a way of meeting you on Friday evening, September 6th, I shall leave Montreal by the 4.05 train which will land me in Ottawa at 7.50. I must be in Toronto early on Saturday morning, the 7th. As the train for Toronto leaves Ottawa at 10.50, will be possible for me to spend two hours and a half or so, in an attempt to meet you and the new Consul General of Japan if he has already arrived at his post of duty. I have sent a telegram this morning to the Japanese Consulate General to inquire if the new Consul General has arrived. Pending the receipt of a reply to that telegram I hasten to address to you this letter so that you may be good enough to inform me at the Ritz-Carlton Hotel, Montreal, what your engagements may be for Friday evening.

I am sure you still remember my name, but in case my name has escaped your memory, while you still remember my personality, I would say that I was the President of the Japanese Commission to the International Opium Conference at Shanghai in 1906, and on the occasion of your return to Canada from that Conference I had the honor and the pleasure of entertaining you at the Maple Club, Tokyo, with my then colleagues of the Foreign Office. Since 1908 I have been in the general practise of law.

Sincerely yours,

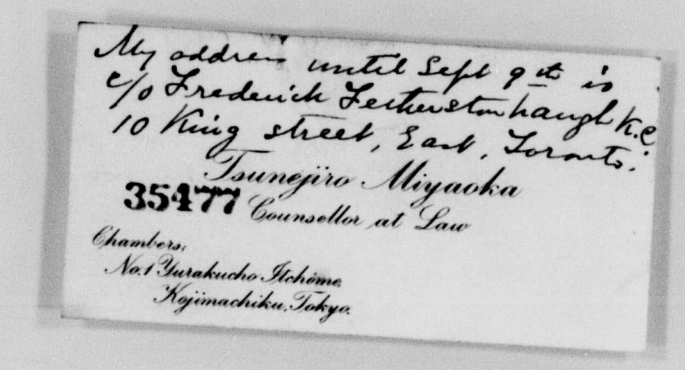
T. Kinjaku

Since this letter was dictated it has become necessary for me to proceed straight on to Toronto leaving here tonight Sept. 6th at ten o'clock. But this will show you how near I am to you.
T. K.

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CANADA


My address until Sept 9th is
c/o Frederick Featherstonhaugh K.C.
10 King street, East, Toronto.
Tsunejiro Miyaoka
35477 Counsellor at Law
Chambers,
No 1 Yurakucho Itchome
Kojimachiku, Tokyo.

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35478

THE SAFEGUARD OF CIVIL LIBERTY IN JAPAN.

BY

HONORABLE TSUNEJIRO MIYAOKA,

OF THE BAR OF JAPAN.

(To be presented at the meeting of the American Bar Association at Cleveland, Ohio, August 29, 1918.)

The honor you have conferred upon me by inviting me to be your guest and to deliver an address before you today is regarded by the Bar of Japan as a tribute paid to it by a sister organization of older standing, and consequently of greater prestige. At the dinner given me by the members of that Bar on the eve of my departure, I was instructed by them to convey to you their cordial greetings and the assurance that they hope the day will not be far distant when they may have the pleasure of having one of you to be our guest and deliver an address before us.

The Constitution of Japan [1] provides among other things that the Japanese subjects may, according to qualifications, determined in laws or ordinances, be appointed to civil, or military, or any other public offices, equally; that Japanese subjects are amenable to the duty of paying taxes, according to the provisions of law; that Japanese subjects shall have the liberty of abode and changing the same within the limits of law; that no Japanese subject shall be arrested, detained, tried or punished unless according to law; that no Japanese subject shall be deprived of his right of being tried by the judges determined by law; that except in cases provided for in the law, the house of no Japanese subject shall be entered or searched without his consent; that except in the cases mentioned in the law, the secrecy of the letters of every Japanese subject shall remain inviolable; that the right of property of every Japanese subject shall remain inviolable, subject to such provisions of law as may be enacted for public benefit; that Japanese subjects shall, within limits not prejudicial to peace and

[1] "The Constitution of Japan was promulgated by the late Emperor Mutsuhito on February 11, 1889, and took effect from November, 1890."

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order, and not antagonistic to their duties as subjects, enjoy freedom of religious belief; that Japanese subjects shall, within the limits of law, enjoy the liberty of speech, writing, publication, public meetings and associations.[2] These guarantees would be of little value unless the Constitution itself provided for the machinery, legislative, executive, and judicial, whose duty it is to see to it that these guarantees are successfully carried out in practice.

The legislative power of Japan is vested in the Emperor and a bicameral legislature called the Imperial Diet. The Diet consists of an upper chamber known as the House of Peers and a lower chamber known as the House of Representatives. The upper chamber corresponds to the House of Lords, and the lower to the House of Commons in Great Britain.

Article 37 of the Constitution of Japan provides:

"Every law requires the consent of the Imperial Diet."

Article 62 of the same document provides, in effect, that the imposition of a new tax or a modification of the existing rate of any tax, except all such administrative fees as are in the nature of compensation for a special service rendered by a government official, shall be determined by law. The same article also provides that the raising of national loans and the contracting of other liabilities to the charge of *fiscus* (National Treasury) requires the consent of the Imperial Diet. Article 65 of the Constitution of Japan provides:

"The budget shall be first laid before the House of Representatives."

The time-honored adage of the British Constitution that the

[2] See Articles 19 to 29 of the Constitution of Japan.

The Constitution makes the reservation to the effect that the various guarantees are subject to the exercise of powers appertaining to the Emperor in times of war or in cases of a national emergency. When the Emperor declares a state of siege, there may be an entire or a partial suspension of those guarantees. It is the prerogative of the Crown to declare, in time of war or insurrection, a state of siege in any particular locality, or over the whole Empire. However, the Emperor himself is not authorized to determine how far the Constitutional guarantees of civil liberty may be suspended. The law provides the effect which the Imperial declaration of a state of siege shall have upon the enjoyment of civil liberty.

House of Commons holds the purse string is therefore worked out in practice in Japan. The Emperor is the chief executive as well as the Commander-in-Chief of the Army and Navy, but the English Constitutional principle that the "King can do no wrong" also finds its place in the Constitution of Japan, for it says "the Emperor is sacred and inviolable."[3] The question remains "If the sovereign can do no wrong, who is responsible?" In the excellent address which he delivered at your meeting last year, Mr. Robert McNutt McElroy, of New Jersey, recalled the words used by William Pitt in the resignation he presented to King George the Third. That Minister of the Crown declared "I consider myself called to the post of Prime Minister by the people of England, to whom I consider myself responsible. I will not remain responsible for measures I am no longer allowed to guide."

The Constitution of Japan is silent as a sphinx when it comes to the question to whom the Ministers of State are held accountable. Article 55 of the Constitution merely declares

"The respective Ministers of State shall give their advice to the Emperor, and be responsible for it.

"All laws, Imperial Ordinances, and Imperial Rescripts of whatever kind that relate to the affairs of State require the counter signature of a Minister of State."

If any law, ordinance, or a rescript is issued and made public by the Emperor over his own signature, but without the countersignature of one or more Ministers of State, such law, ordinance or rescript is null and void. Reading Article 55 side by side with the declaration of Article 3 to the effect that "the Emperor is sacred and inviolable," there will be no doubt in the mind of an American jurist as to the party to whom the Ministers of State, collectively called the Cabinet, are accountable. Thus far it has been maintained in practice that the responsibility of the Cabinet Ministers is one owing to the Crown and not to the Imperial Diet. At acute stages of Japan's internal political struggle this point comes up perennially for debate in the House of Representatives; but manifestly it is a point on which men will differ according as they take conservative or liberal view of things.

[3] Article 3 of the Constitution of Japan.

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Now that the great Emperor who gave a written Constitution to his people, as well as the majority of the great men who served him in the work, are no longer with us, many of the things that were thought and said at the Counsel table when the draft of the Constitution was examined, discussed and adopted, would never come to light. The Emperor Mutsuhito was so broad in his vision, and to his piercing eye the remote future was so near, that at times his Ministers of State failed to see what it was that prevented His Majesty from giving Imperial sanction to a measure recommended. To me Article 55 of the Constitution of Japan is more significant for what it omits to say than for what it mentions. Compare the first paragraph of Article 55 with Article 5, for example, which declares "the Emperor exercises the legislative power with the consent of the Imperial Diet"; or with Article 37 which says, "Every law requires the consent of the Imperial Diet." The language of the Japanese Constitution is so terse, so simple and so direct, that it is evidently a work of a group of men who lacked neither clearness of vision nor precision in the art of expressing thoughts. We shall probably do justice alike to the greatness of the Emperor, whom we now call by his posthumous title Meiji, as well as to the faithful devotion of his able Ministers, if we take the view that the first paragraph of Article 55 was purposely left a political sphinx. The transition of Japan from an absolute to a constitutional form of monarchy in 1890 was of course surrounded by many dangers.

The total collapse of Russia, as well as the partial success of the republican form of Government in China, are but reminders of a political wisdom which the world has known for ages. No vital change in the form of government can be adopted by a people without risk of the complete undermining of the reign of law. There is always a danger of the whole people running mad in the ecstacy of newly acquired liberty and in the consciousness of a newly vested power. To you who are so familiar with the growth of the jurisdiction of the Court of Chancery in England as well as in the British colonies on this continent, it is unnecessary for me to say that laws are modified not merely by acts of legislature, but are susceptible of change by interpretation. Nor is the reversal of an interpretation the sole prerogative of law courts. We see among us today familiar faces of many distinguished

jurists who at one time or another, as Attorneys General of the United States, or of one or another of the several states of the union, deliberately changed the course of administration of law, so far as the executive branches of the respective governments with which they were identified were concerned. Is it not reasonable to suppose that the Japanese nation, in its wisdom and in its own time, will solve its constitutional problem in a manner best adapted to its genius and the requirements of the age?

Article 57 of the Constitution of Japan provides that "The judicature shall be exercised by the courts of law, according to law, in the name of the Emperor" and that "The organization of the courts of law shall be determined by law." The Constitution further provides that the "Judge shall be appointed from among those who possess proper qualifications according to law and that no judge shall be deprived of his position unless by way of criminal sentence or disciplinary punishment, the rules of which shall be determined by law."[4]

1. Personal Liberty.

As the most important of civil liberties let us take up first of all the question of protection accorded to persons, that is to say the question of arrest, detention, trial and punishment. This phase of the subject cannot be made intelligible without saying a few words regarding the Public Procurators and the Judges of Preliminary Examination. There are four grades of law courts in Japan apart from certain special courts such as the Administrative Court, the Maritime Court or the special jurisdiction of the Patent Office in matters relating to patents, trade marks, etc.[5]

[4] See Article 58 of the Constitution of Japan. See also Law relating to the Organization of Law Courts, which was promulgated on February 10, 1890, and took effect from November 1, 1890.

[5] The lowest court is called the Local Court. The one above it is the District Court. Then comes the Courts of Appeal, and above all there is one Court of Cassation which is the highest tribunal of the Empire and unifies the interpretation of laws both in criminal and civil matters. Each of the courts except the lowest has one or more civil departments. In the lowest court, if there are two or more judges, the work may be divided among the judges in accordance with the rules laid down by the Minister of State for Justice, so that it is

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To every court is attached an office of the Public Procurators. The Public Procurators are regarded as one body. It is a body of State Attorneys at the head of which stands the Attorney General who acts as the Chief Procurator of the Court of Cassation and has under his control all the other State Attorneys. It is this body of State Attorneys which conducts prosecutions in behalf of the state. In every District Court there are one or more judges of Preliminary Examination. They are named by the Ministers of Justice from among the Judges of the Court in pursuance of a provision contained in the law of the Organization of Law Courts.[6] It is this system of Preliminary Examination that has so often been held up by the enemies of Japan as the machinery for the oppression of her people. This is no more nor less than an examination by the *juge d'instruction* in France, and

quite possible to have one judge attending to criminal matters and another judge attending to civil matters only.

The jurisdiction of the lowest court in criminal matters is limited; firstly, to crimes punishable with imprisonment not exceeding 30 days or fine not exceeding 20 yen, which is equivalent to 10 dollars United States currency. (Japan is a gold standard country and its currency is on decimal system. *Yen*, which is the standard unit, is equivalent to 50 cents of United States currency, though at present the rate of exchange is slightly against the United States.) Secondly, the criminal jurisdiction of a local court is limited to such cases only as have not been submitted to Preliminary Examination. Whether a case shall be submitted to Preliminary Examination or not is determined by the following rules. If the crime with which the defendant is charged is one that makes him liable to capital punishment or imprisonment for life, or if the prescribed minimum term of imprisonment is one year or more, then the Public Procurator must ask for a Preliminary Examination. It is only when the Judge of the Preliminary Examination decides that the case shall go to trial, that the Public Procurator is permitted to bring the case before the court in the usual way. In cases where, as the result of investigation undertaken by him, the Public Procurator is satisfied that the offense is one for which the minimum term of imprisonment is less than one year, with or without hard labor, then in such case it is optional for him either to ask for Preliminary Examination or to submit the case forthwith to the public trial of the District Court to which he is attached.

[6] See Article 21 of Law of Organization of Law Courts, promulgated as Law No. 6 on February 10, 1890.

serves precisely the same purpose as an indictment before a grand jury in this country.

Just as a defendant is discharged, under the Anglo-American system, if the grand jury does not find a true bill against him, so under Franco-Japanese system a person is not subjected to the indignity of a public trial on an alleged offense of a serious character unless and until a Judge of Preliminary Examination has thoroughly examined the case and pronounced his judgment that there is a *prima facie* case against the defendant.[7] A tribunal

[7] A Judge of Preliminary Examination is not authorized to issue a warrant of arrest against the defendant forthwith upon the filing of a prosecution by a Public Procurator except in cases where the defendant has no determined place of abode, where there is danger of his escape or his tampering with the evidence of his guilt, or where the defendant is charged with the attempt of a criminal act, or with duress or intimidation and there is actual danger of his further committing the offense. Except in such cases the Judge of Preliminary Examination must confine himself to the issue of a writ of summons, allowing at least 24 hours between the service of the writ and the time the defendant is required to appear before the judge. The judge is further interdicted from issuing a writ of arrest until and after he has personally examined the defendant and is satisfied that the latter is charged with a crime which upon conviction makes him liable at least to a penalty of imprisonment. (See Articles 69, 72 and 75 of the Code of Criminal Procedure of Japan.) The Code of Criminal Procedure further provides that whenever and as soon as a Judge of Preliminary Examination is persuaded that the act with which the defendant is charged does not make him liable to imprisonment with or without hard labor or any heavier penalty than that, he must forthwith cancel the writ of detention and set the prisoner free. (Article 86.) The law requires the Judge of Preliminary Examination to begin the investigation of the case submitted to him by a personal examination of the defendant himself, that is to say the examination of the defendant must precede the examination of any other party, complaint, witness or party in interest. (Article 93.) The Judge of Preliminary Examination is expressly prohibited from taking recourse to any form of threat, intimidation or falsehood with a view to extract from the defendant a confession of his guilt. (Article 94.)

The law declares that no visit to the place of the commission of the offense, or any other place, domiciliary searches, seizures of things, or examination of a defendant or a witness can be conducted by a Judge of Preliminary Examination without the attendance of a Clerk of the Court who shall make a minute of proceedings and sign the

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is composed of three Judges both in a District Court as well as in a Court of Appeals. In the Local Court, which has jurisdiction in minor offenses only, the Judge sits alone; in the Court of Cassation five judges compose a tribunal which hears argument for and against the appeal on error of law. In all cases, without exception, both the prosecution as well as the defendant has the right of appeal. A case originating in a Local Court goes on appeal to that District Court in whose jurisdiction that Local Court is situated. A case tried in the first instance in one of the District Courts goes on appeal to that Court of Appeal which has jurisdiction over that District Court. There is always a new trial on appeal. On an error of law there is always a further appeal from the decision of the court which heard the case on appeal, whether that court may be a District Court or a Court of Appeal. The appeal on error goes direct to the Court of Cassation. In this way the uniformity of the interpretation of law is maintained. In the Court of Cassation there are several Civil and Criminal Departments. In the event one of the Civil or Criminal Departments of the Courts of Cassation finds it proper to render a judgment differing on point of law from the decision previously rendered by one or more departments of the same court, then the Presiding Judge of that Department must ask the President of the Court to convene a joint sitting of all the Criminal or all the Civil Departments, or of all the departments taken together. In such a case the arguments for the appellant and the respondent

same with the Judge himself. (See Article 92 of the Code of Criminal Procedure.) As the examination of the defendant by the Judge progresses, the Clerk of the Court must record the questions of the Judge and the answers given by the defendant. Upon completion of the examination the Clerk must read the record to the defendant, whereupon the Judge shall ask the defendant whether it is satisfactory to him. If the defendant requests the record should be changed in any particular, the judge must ask in what manner he wishes the record altered, and the questions as well as the answers given must be recorded in the minutes of the examination. (See Articles 95 and 96 of the Code of Criminal Procedure.) The defendant has the right to have a copy of the minutes of his examination supplied to him. (Article 97.) It is the duty of the Judge of the Preliminary Examination to investigate all the facts which are favorable to the defendant equally as those that are against him. (Article 103.)

are heard in the plenary sitting of the departments convened or the entire court, as the case may be, and the decision is given by the court so sitting.[8]

The Code of Criminal Procedure declares that no restraint may be placed on the person of a defendant at his public trial, that he shall be free to employ one or more counsel to defend him, and that with the permission of the court he may even employ a person other than a qualified attorney-at-law to act as his defender. If the defendant is younger than fifteen years of age or a woman, deaf or dumb, or shows symptoms of unsound mind, or if for any other reason the court deems it desirable to employ a counsel, the court may, upon the motion of the prosecution or on its own accord, appoint a counsel to defend the person accused.[9]

2. Freedom from Domiciliary Visit.

Cases in which officers of the law are authorized to go into an inhabited house without the consent of the occupant, are limited, firstly, to cases where a policeman or a gendarme armed with a warrant of arrest has reason to believe that the person named on such warrant is hidden in his own or in another man's residence. In such a case the presence of the Mayor of the City, town or village, as the case may be, or the presence of two neighbors is required in order to enable the policeman or the gendarme to make the search in the premises. Such Mayor or neighbors must sign with the policeman or gendarme the minutes of the proceedings prepared by the latter.[10]

Secondly, Judges of Preliminary Examination are authorized to make similar domiciliary visits to the house of a person charged with the commission of a crime or of a person suspected of keeping in his possession a document or a thing that would prove the guilt of the accused. In case the defendant or the person suspected of keeping in his possession important proof of the guilt of the accused, is absent from his home, the presence of a member of his family or a relative living with him, and in the latter's absence the presence of the Mayor of the City, town or village, as the

[8] See Law of Organization of Law Courts, Articles 49 and 54.
[9] Code of Criminal Procedure, Articles 177, 179, 179 *bis*.
[10] Code of Criminal Procedure, Article 78.

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case may be, is required.[11] No domiciliary search may be made either by the police or gendarme or by a Judge of Preliminary Examination after sunset and before sunrise except in hotels, restaurants and other like places which may be visited during the hours the place in question is actually open to the public.[12]

Thirdly, there is a statute called the Law of the Exercise of Administrative Authority which empowers competent administrative officials to enter into houses without the consent of the occupant even during the hours between sunset and sunrise, in cases where such officials have reason to believe that there is imminent danger to life or property, or that gambling or prostitution is actually going on in the premises. The same law, moreover, authorizes such competent administrative officials to visit hotels, restaurants and other similar public establishments during the time they are open to the public.[13]

3. Privacy of Correspondence.

According to Article 133 of the Penal Code of Japan, a person who has opened a sealed letter of another without justifiable cause is liable to imprisonment, with or without hard labor, for a term not exceeding one year or a fine not exceeding two hundred yen.

Article 52 of the Postal Law of Japan provides that a person who has tampered with a mail matter while in the custody of the Postal Administration, or has delivered it to a person other than the rightful addressee is punishable by imprisonment, with or without hard labor, for a term not exceeding three years or a fine not exceeding five hundred yen.[14]

Similar penal provisions are found in the Telegraph Law of Japan with respect to the crimes of tampering with sealed telegraphic messages or divulging matters forming the subject of correspondence by telegraph or telephone.[15] The Penal Code contains further provisions regarding the destruction of official documents and papers, writings, memorandum and other instruments belonging to others that relate to rights and duties.[16]

[11] Code of Criminal Procedure, Article 104.
[12] Code of Criminal Procedure, Articles 78 and 104.
[13] See Article 2 of the Law of Exercise of Administrative Authority of June 2, 1900.
[14] Postal Law of Japan of March 13, 1900.
[15] Articles 31 and 35 of the Telegraph Law of Japan. (Law No. 59 of March 14, 1900.)

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4. Liberty of Conscience.

There is no law in Japan that relates to the limitation of faith or that gives preference to any form of religion. As there are so many temples and shrines of Buddhist and Shinto religion in the country, there is naturally a large body of statutes and regulations relating to the secular administration of sects or the enjoyment of property rights by ecclesiastical corporations. The wording of Article 28 of the Constitution of Japan is so simple and direct that it requires no supplementary legislation to give effect to its provision. Freedom of religious belief is only limited by the condition that the belief shall not be prejudicial to peace and order, nor incompatible with the duties which an individual as a Japanese subject owes to the sovereignty of the Empire.

5. Right of Property.

Now proceeding to an examination of legal limitations to rights of property I would state that the expropriation of land for educational, scientific or philanthropic purposes, as well as for such public purposes as railroads, public highways, bridges, river embankments, canals, docks, harbors, aqueducts, transmission of electricity, laying of gas pipes, sewer pipes, etc., is permitted in Japan as in many other countries. The Cabinet, that is to say the office of the Prime Minister, determines whether a certain work contemplated by a given individual or corporation is of such a character as to warrant the application of the Expropriation Law to land needed for the furtherance of that work. In the affirmative case the Cabinet issues a public notice to that effect, whereupon the Local Governor of the place where the expropriation will take place gives a public notice specifying the pieces of land affected by the decision of the Cabinet, or otherwise notifies the parties whose rights are involved.

The party that is entitled to expropriate must negotiate with the owner of the land concerned as to the amount of compensation

[16] Penal Code of Japan, Articles 258 and 259.

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payable. In the event the parties fail to come to an agreement, the party in whose behalf the Expropriation Law has been set in motion, is authorized to ask for the award of a Land Expropriation Commission composed of seven persons. The Local Governor is the Chairman of that Commission, while three of the six members are appointed from among higher officials of the Imperial Government, and the remaining three are chosen by the Prefectural Council from among their own number. A Prefectural Council is an elective body and corresponds to the Board of Aldermen in Cities. There is one Prefectural Council to each Local Government. An owner of the land unsatisfied with the amount of compensation awarded by the Land Expropriation Commission may bring an action for the determination of the amount of compensation in the law courts against the party trying to expropriate him. On all points covered by the decision or award of the Land Expropriation Commission other than what relates to compensation, the party that believes its right infringed by the award may bring an action before the Administrative Court.[17]

Conditions relating to Military Exactions are determined by Law No. 43 of August 12, 1882. Such exactions are only permissible if required by the Japanese Army or Navy in connection with its mobilization. That law also requires that whatever is expropriated must be paid for, and minute provisions are embodied in that law relating to the assessment of the amount of compensation due the owner of things appropriated.

6. Safeguard against Inequitable Taxation.

The provisions of the Constitution declaring in effect that no tax can be imposed except in pursuance of a law, and that all laws require the consent of the Imperial Diet are perfectly clear. However it is permissible to inquire how the taxation laws are enforced. It is obviously impossible to go into a careful examination of such a matter within the narrow compass of a single address. However the democratic spirit which pervades the legislation of Japan relating to the levy and collection of taxes will

[17] See Expropriation Law of March 7, 1900, as amended by Law No. 15 of 1914. Regarding the organization and jurisdiction of Administrative Court, see Law No. 48 of June 30, 1890.

be apparent if I refer to certain features of the Business Tax Law and the Income Tax Law.[18]

All over the country there are scattered about a large number of Internal Taxation Offices which in the United States would be called Offices of the Collectors of Internal Revenue. The entire country for the purposes of the collection of internal revenue is divided into supervising districts, so that within the jurisdiction of an Internal Taxation Supervising Officer there are a number of Internal Taxation Offices each of which has its own district.

The factors which are to serve as the basis of calculation in the assessment of Income or Business Tax are specified in the Laws themselves, but the question as to which schedule or what factors stated in the Business Tax Law are applicable to a particular case or what the amount of taxable income is, is a question of fact to be determined in each case. For the determination of such facts both the Business Tax Law as well as the Income Tax Law require that Assessment Committees shall be chosen from among the taxpayers themselves. The election is by double election, that is to say, the electoral college is chosen by the taxpayers at the rate of one elector to every ten taxpayers; provided, however, that not more than twenty electors shall be appointed in each electoral district. The twenty men so chosen elect the necessary number of men to form the Assessment Committee.

If any taxpayer is dissatisfied with the assessment made by the Committee and communicated to him by the Government, he has a right of appeal to the Government which must in turn submit the case to the Investigation Committee composed of three Taxation Officials and four members of the Assessment Committee. In other words the democratic element is in the majority.

If the Government accepts the decision of the Investigation Committee while the taxpayer is dissatisfied, the recourse of the latter is an administrative action before the Administrative Court.

[18] Business Tax Law now in operation was promulgated as Law No. 33 on March 28, 1896.

Income Tax Law now in operation is the Revised Income Tax Law of February 13, 1899.

See particularly Articles 26, 27 and 28 of the Business Tax Law and Articles 11, 12, 14, 15, 28, 31, 36, 37 and 39 of the Income Tax Law.

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7. Liberty of Speech, Writing and Publication.

Article 52 of the Constitution of Japan declares:

"No member of either House of the Imperial Diet shall be held responsible outside the respective Houses for any opinion uttered or for any vote given in the House. When, however, a member himself has given publicity to his opinions by public speech, by documents in print, or in writing, or by any other similar means, he shall in that matter be amenable to the general law."

The restrictions on the liberty of speech, writing and publication are contained in Law No. 36 of March 10, 1900, called the Law of Public Safety Police, the Penal Code, the Law of Publication [19] and the Press Law.[20] In none of these laws is there any restriction on the legitimate enjoyment of the freedom of speech. The Penal Code of Japan, like that of any other civilized nation with monarchical form of government, contains special clauses relating to the crime of slander and libel committed against the Emperor or members of his family, in addition to ordinary cases of slander and libel generally. The Laws of Public Safety Police and of Publication, as well as the Press Law, provide that matters relating to the Preliminary Examination of offenses shall not be discussed in public speech, in printed books or pamphlets, or in the press, that criminals shall not be made objects of public encomium or approbation, that nothing tending to subvert the political institution of the country or otherwise lead to breach of public peace, or anything contrary to good morals shall be publicly discussed. These are measures which all civilized states adopt for their own safety. No official document relating to diplomatic, military or other state secrets, which have not been divulged by the departments of the Government concerned, may be made public, and the Ministers of State for War, for the Navy and for Foreign Affairs are authorized to prohibit publication in the press of matters which for military or diplomatic reasons should not be made public. It is impossible for me to enter at this place into a more detailed examination of the provisions of the laws referred to, but I assure you that the limitations imposed are for the good of the country.

[19] Law No. 15 of April 14, 1893.
[20] Law No. 41 of May 6, 1909.

8. Liberty of Associations and of Public Meetings.

No secret society is permitted in Japan. The Law of Public Police contains regulations governing the formation of political parties, political gatherings, and out-door demonstrations.

Conclusion.

The more you see of us and the more you hear us speak, the more you will be convinced that we do things in Japan much in the same way as you do in this country. The quaint customs, the oddity of things, the picturesque in the scenery, attire and the ways of life in distant lands appeal to the imagination. In the description of Japan which travelers and sojourners from this country have given you, emphasis has been placed on points wherein we differ from you. The points of resemblance are never noted for the reason that the realities of life are prosaic. On the one hand, we have been depicted as a nation of poets who did nothing else but sit under plum blossoms, sip tea and sing the glory of the moon. On the other hand, we have been described as an exceedingly polite people who never thought of their own convenience or inclination, but to whom the will and the pleasures of others were law, who considered that if their rights were invaded it was simply a matter to be met with by a pleasant smile. Such an extraordinary over-estimation of Japanese character, which we do not merit, serves no useful purpose. It does not draw the peoples of the two countries an inch nearer to each other, but each remains a strange people to the other.

In this great war in which the attention of all thinking men is centered, it is whispered here and there whether Japan has not misplaced herself in siding with the Allies against the Central Empires of Europe. In the laconic brevity of mottoes and slogans there is always the danger of the vulgar and the unthinking misinterpreting the meaning intended to be conveyed. When President Wilson declared that this was a war of democracy *versus* autocracy, manifestly he did not mean that this was a war of republicanism *versus* monarchism. The people of the United States are the last people on earth to deny to another people the right to choose for themselves that form of government which the latter thinks is best adapted to themselves. Is not Germany's

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denial to some of the unfortunate people under her sway of the right to choose their own sovereignty, one of the crimes for which we hold her responsible? The United States went into this war because the German warfare against commerce was a challenge to all mankind. It is for the vindication of human right that this nation is stirred to the core.

Japan has the same ideals to which you are dedicated. We stand for the rights of humanity. If in this brief address I have made clear to you some of the fundamental principles on which our legislation is based, if I have shown that the Japanese people are not the kind of people to quietly submit to the invasion of their rights or the curtailment of personal liberty, I may congratulate myself on having contributed something towards the better understanding between our two countries.

When it is suggested that Japan is misplaced in this War because this is a war of democracy against monarchy, I see the subtle working of German propaganda. Germany is determined that Japan and the United States shall not be friends; Germany today is sowing the seeds of mistrust between us with the same insistence that has marked her activity in that direction ever since Japan has become a factor to be considered in world politics. If you will recall with what punctilious observance of the rules of civilized warfare Japan fought her wars of 1894-95 and 1904-05, and if you will consider the manner in which we safeguard the civil liberty of our people at home, you will perceive that we place justice and right over material prosperity, military efficiency, or achievements in science and in art.

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The Roxborough,
Ottawa, September 7, 1918.

Tsunojiro Miyaoka,
Counsellor at Law,
C/o Mr. Frederick Fetherstonhaugh, K.C.,
10 King Street East,
Toronto, Ontario.

Dear Sir:

Your letter of the 4th instant addressed from Montreal to Mr. Mackenzie King has been received here only this afternoon.

Mr. King is not at present in the city, but I am forwarding your letter on to him at his summer residence, Kingsmere, Que., not far from Ottawa. I fear, however, it will be impossible for Mr. King to send from Kingsmere any communication which could reach you at Toronto before the time of your leaving there, September 9. It will be a regret to Mr. King not to have had the opportunity of seeing you, but he will be happy, I am sure, to have the word of greeting which your letter conveys.

Yours very truly,

F.A. McGREGOR

Private Secretary.

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G.H. McFFETT TO SCOTT E PHILLIPS. INDUSTRIAL RELATIONS.
(C O P Y)

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Sugar Creek, Mo. July 16th, 1918.

FILE Mr. Scott E. Phillips, President,
Mr. P. H. Clark, Secretary,

Lodge 738, United Association
of Plumbers and Steam Fitters,

Sugar Creek, Missouri.

Gentlemen:-

Referring to your letter of July 8th, 1918, in which you submitted a proposal covering wages and working conditions for our consideration, I wish to advise that after having talked with you and given the matter careful thought, our position with regard to these changes is, until further notice, as follows:

1. Eight hours shall constitute a days work except Saturday, when work shall cease at noon. We will pay double time for overtime and for work on Sundays, holidays and Saturday afternoons, except for fitters and helpers on shift work whose time will be governed by paragraph 7. Holidays include New Years Day, Washington's Birthday, Decoration Day, 4th of July, Labor Day, Thanksgiving Day and Christmas.

2. Whenever any of the above mentioned holidays shall fall on a Sunday the day observed by the State or Nation or by proclamation will be considered a holiday.

3. Time worked before and after the regular working period shall be classed as overtime and whenever one of your members is required to work during the half hour lunch time he will be allowed double time and will also be given twenty minutes in which to eat his lunch.

4. Men called for work after regular hours shall receive not less than five hours time for such call.

5. Employes will not be laid off to equalize time on account of having worked overtime.

6. Pipe gangs on shift work will not be allowed to interfere with work partially completed by pipe gangs working regular day shift except in case of an emergency.

7. Overtime for pipe gangs on shift work will apply only to each fitter and helper on shift work before and after the regular period of eight hours for each week day shift and 12 hours for the Sunday shifts.

8. We will only use one class of pipe fitters.

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CANADA

9. Each fitter will be allowed but one halper and whatever additional help may be required will be determined by the general pipe foreman or his assistant.

10. Fitters' work shall cover screwed, flanged and bell and spigot pipe work, such as is generally handled by fitters, and shall also include the threading and tapping of both male and female threads of such pipe and all holes in boiler plate, pumps, etc., where such holes are intended for pipe fitters' work. Likewise bolt and gasket work in plating and unplating manholes of tanks and similar work commonly done by pipe fitters. Oxy-Acetylene cutting and welding of pipe will also be done by those fitters who have had sufficient experience to be competent to do such work.

11. The pipe gangs shall have their tools on their respective jobs by the regular time of beginning work and they will be allowed time in which to put their tools away before the regular quitting time, the length of such time to be determined by the general pipe foreman or his assistant.

12. Men filling higher rate positions for temporary service will receive the rate applying to such higher position for the entire time worked while in that position.

13. Pipe shop bench men, valve grinders and man looking after common labor handling pipe at the shop will be classed as helpers.

14. Pipe machine men will be in one class and will receive the same rate per hour.

15. The general pipe foreman's assistant and the foreman in the pipe shop will be known to us as being members of your organization.

16. The rates of pay beginning July 16th, 1918, will be as follows:

Assistant to general pipe foreman	81-1/4¢ per hour
Shop foreman	81-1/4¢ " "
Pipe fitters	75¢ " "
Pipe machine men-	75¢ " "
Pipe fitters' helpers	59-1/2¢ " "

17. Men eligible to promotion for pipe fitting and helping shall be determined by their efficiency, their knowledge of the trade and the length of time engaged in it. This matter will be passed upon jointly by the general pipe foreman and your lodge.

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18. Employes will not be laid off or discharged without just or sufficient cause. This pertains more particularly to such action on the part of a foreman on account of a personal feeling or grievance and does not mean that we will forfeit the right to lay-off or discharge a man because he is incompetent, his work unsatisfactory or for a violation of our rules or when we consider it necessary to reduce our forces.

19. There will be no objection to pipe fitters, helpers and pipe machine men having the privilege of investigating men doing work in various parts of the plant, providing such investigation is made outside of working hours.

20. Whenever a grievance or dispute may arise you should either appoint a committee or have your officers refer the matter to the general pipe foreman and if he is unable to adjust it satisfactorily such committee or officers should bring the matter to the attention of the Manager.

21. We will not discriminate against any committee which may from time to time be selected to represent employes belonging to your organization.

22. Men applying to the company for employment as pipe fitters, pipe fitters' helpers or pipe machine men, or engaged by us for such work, will be advised at the time of the understanding existing between the company and your lodge.

Yours truly,

GHM/B

(Signed) G. H. Moffett

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CANADA

(C O P Y) 35498

Sugar Creek, Mo. Nov. 13th, 1918.

International Hod Carriers, Building
add Common Laborers' Union #303,
Sugar Creek, Mo.

Gentlemen:-

Referring to our recent meeting at which you submitted a proposal covering wages and working conditions for our consideration.

I wish to advise that, after having given the subject careful thought, our position with regard to these matters is, until further notice, as follows:

1. Eight hours shall constitute a day's work for all general laborers and gang foremen, including asbestos laborers, laborers cleaning and repairing boilers and stokers, mechanical department laborers, and all other laborers engaged in various kinds of work. Time and one-half will be paid for overtime, Sundays and holidays. Time and one-half will also be paid for work done on Saturday afternoon to those laborers working with the boilermakers, carpenters, pipe fitters, machinits and masons. All other laborers will receive straight time for Saturday afternoon. Watchmen will work shift work, seven days a week, at straight time and gatemen will be on duty nine hours a day, seven days a week at straight time. Janitor at main office will be on duty 12 hours a day, seven days a week, at straight time and night man in garage 13 hours a night, six days a week, at straight time. The holidays shall consist of New Years Day, Decoration Day, Fourth of July, Labor Day, Thanksgiving Day and Christmas.

2. All tower still cleaners will be given an equal division of the stills to be cleaned so far as this arrangement is practicable.

3. Men filling higher rate positions for temporary service will receive the rate applying to such higher position for the entire time worked while in that position.

4. Beginning Sept. 16th, 1918, all laborers and shift watchmen have been given 50¢ per hour, except asbestos and boilerhouse laborers, whose rate is 55¢ per hour. Gang foremen and assistant foremen are being paid 5¢ per hour more than they were receiving prior to Sept. 16th, 1918. The piece work rate for tower still cleaners is $5.25 per man per still, four men cleaning the equivalent of one still. 10' x 30' shell fired pressure still cleaners are receiving $5.00 per man, one man cleaning the equivalent of one still. 8' x 30' pressure still cleaners are receiving $4.75 per man, one man cleaning the equivalent of one still. Janitor's rate is 41-1/2¢ per hour and rate of night man in garage 34¢ per hour. Gatemen receive 44-1/2¢ per hour.

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Common Laborers.

5. Whenever agreements or disputes may arise you should either appoint a committee or have your representative refer the matter to the manager for adjustment.

6. Men eligible for promotion to shift work or for work in other departments will be selected according to the length of time of service, providing they can display efficiency and ability to do the work. If they cannot make good they will be set back. Foremen of other departments will determine whether their work in a higher position is satisfactory or not. It is our intention to be entirely fair in selecting men in this way but the decision as to whether they are to be advanced or not must necessarily lie with the company.

Yours truly,

GHM/B

(Signed) G. H. Moffett

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CANADA

35500

610 Clarke Ave Westmount-
July 9th. 1918.

Hon W. L. Mc Kenzie King
The Ruxborough.
Ottawa.

Dear Mr King:-

The Ladies of the English speaking section of the Montreal Women's Liberal Club intend holding a series of meetings next winter for the purpose of making the members more familiar with Canadian History. I have been instructed to ask you if you will favour us with an address in November 5th. next - and covering the period in Canadian History

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from the year. 1760 to the
year 1841
35501
Hoping that you will be able to
give us a favorable reply
I am.
Very sincerely yours.
Isabel Somerset-
Secretary.

Address
Mrs W. B. Somerset-
610 Clarke Ave
Westmount-.

W. L. Mackenzie King Papers

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35502

The Roxborough,
Ottawa, July 25, 1918.

Mrs. W. B. Somerset,
610 Clarke Avenue,
Westmount, Que.

My dear Mrs. Somerset:

I have received your letter of the 9th instant, extending to me, on behalf of the Ladies of the English-speaking section of the Montreal Women's Liberal Club, an invitation to address the Club on the 5th of November next, covering the period in Canadian history from 1760 to 1841.

I very much appreciate being asked by the Committee to give this address as one of the series for which the Club is arranging. I should be happy to accept the invitation, but for the circumstance that I am planning to spend the coming fall and winter in England. At the moment, I am completing some studies on which I have been engaged during the last year or two, on industrial reconstruction. As soon, however, as this work is ready for publication, I intend to leave for the other side.

Under the circumstances, I very much regret that it will not be possible for me to take part in the year's proceedings of your Club.

Again expressing my appreciation of the Club's invitation, I am,

Yours very truly,

W. L. MACKENZIE KING

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Collateral W.W.I. - Can. Patriotic Fund

35503

PATRON
HIS MAJESTY THE KING.

HONORARY PRESIDENT
FIELD MARSHAL HIS ROYAL HIGHNESS THE DUKE OF CONNAUGHT AND OF STRATHEARN, K.G., K.T., K.P., G.C.B., &c.,
PRESIDENT
HIS EXCELLENCY THE DUKE OF DEVONSHIRE GOVERNOR GENERAL OF CANADA.

CANADIAN PATRIOTIC FUND

115 VITTORIA STREET
TELEPHONE QUEEN 1817

HONORARY TREASURER
HON. SIR THOMAS WHITE, K.C.M.G., M.P.
MINISTER OF FINANCE
HONORARY SECRETARY
SIR HERBERT B. AMES, KT., M.P.
ASSISTANT SECRETARY
MR. PHILIP H. MORRIS

OTTAWA, March 22nd., 1918.

Dear Sir,

I have been instructed by His Excellency the Governor General to call a meeting of the Executive Committee of the Canadian Patriotic Fund on Thursday, April 4th at 11.00 a.m. at the offices of the International Joint Commission, Hope Chambers, Sparks Street, Ottawa.

A provisional agenda is enclosed herewith.

Yours truly,

Philip H Morris

Assistant Secretary.

W.S.

L.

W. L. Mackenzie King Papers

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CANADA

CANADIAN PATRIOTIC FUND.

Meeting of Executive Committee of April 4th.

Provisional Agenda.

1. Minutes of meeting of January 11th.
2. Report of Honorary Treasurer.
3. Report of Officers' Sub-Committee.
4. Report of Honorary Secretary.
5. Recommendations of Advisory Committee:-

(1) That the Soldiers' Aid Commission should be asked to cease activities that infringe upon the functions of the Canadian Patriotic Fund.

(2) That the regulations respecting Post-enlistment marriages should not apply to marriages contracted overseas or after the soldiers' return to Canada.

(3) That mothers of soldiers married after enlistment, who prior to the soldiers' marriage were in receipt of Separation Allowance and Assigned Pay, may be assisted by the Fund by an amount not to exceed $00.00 per month.

(4) That the Canadian Patriotic Fund produce a Home Service Manual similar to that issued by the American Red Cross Society.

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Collateral - WW1 - Can. Patriotic Fund 35505

The Roxborough
Ottawa, October 24, 1918

Mr. Philip H. Morris,
The Canadian Patriotic Fund,
115 Vittoria Street,
Ottawa.

Dear Mr. Morris:

I much regret that, owing to a previous engagement in the United States, it will not be possible for me to be present at the meeting of the Executive Committee of the Canadian Patriotic Fund on Wednesday November 6.

I should be obliged if you would express my regret to members of the Committee.

Yours very truly,

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Collateral -
WW1 - Can. Patriotic Fund

35506

PATRON
HIS MAJESTY THE KING.
HONORARY PRESIDENT
FIELD MARSHAL HIS ROYAL HIGHNESS THE DUKE OF CONNAUGHT AND OF STRATHEARN, K.G., K.T., K.P. G.C.B., &c.,
PRESIDENT
HIS EXCELLENCY THE DUKE OF DEVONSHIRE GOVERNOR GENERAL OF CANADA.

CANADIAN PATRIOTIC FUND

115 VITTORIA STREET
TELEPHONE QUEEN 1817

HONORARY TREASURER
HON. SIR THOMAS WHITE, K.C.M.G., M.P.
MINISTER OF FINANCE
HONORARY SECRETARY
SIR HERBERT B. AMES, KT., M.P.
ASSISTANT SECRETARY
MR. PHILIP H. MORRIS

OTTAWA December ~~24th.~~ 1918.

Dear Sir:

I have been directed by His Excellency the Governor General, to call a meeting of the Executive Committee of the Canadian Patriotic Fund for Thursday, January 9th, at 11.00 A.M. in the office of the International Joint Commission, Hope Chambers, Sparks Street, Ottawa.

A provisional agenda is enclosed herewith.

Yours truly,

Philip H Morris
Assistant Secretary.
per E. C.

W.

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35507

CANADIAN PATRIOTIC FUND.

Meeting of Executive Committee on January 9th, 1919.

Provisional Agenda.

1. Minutes of meeting of November 6th. 1918.

2. Report of the Honorary Treasurer.

3. Report of the Officers' Sub-Committee.

4. Report of the Honorary Secretary.

5. Recommendations of the Advisory Committee:

(a) That in any family the maximum allowance for a wife and seven children shall not exceed $50.00 a month, but in cases of need where there are more than seven children an added amount not exceeding $5.00 a child may be allowed for each child over seven in number.

(b) That the last payment due to the dependants of Canadian Volunteers and British Reservists be twice the amount of the regular monthly allowance, and that the last payment due to the dependants of French, Belgian, and Italian soldiers be three times the amount of the regular monthly allowance.

(c) That after January 1st. 1919 allowances be paid to all wives, otherwise eligible, no matter whether they were married before or after the soldier's enlistment.

(d) That the allowances in respect of children be continued so long as the children are attending school, no matter what their ages may be.

(e) That the Government should be invited to state in which direction, if any, the organized workers of the Canadian Patriotic Fund would be best used after demobilization is completed and that any proposal the Government might make should be communicated th the principal branches throughout Canada for their consideration.

W.

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PATRON
HIS MAJESTY THE KING.
HONORARY PRESIDENT
FIELD MARSHAL HIS ROYAL HIGHNESS THE DUKE OF CONNAUGHT AND OF STRATHEARN, K.G., K.T., K.P., G.C.B., &c.,
PRESIDENT
HIS EXCELLENCY THE DUKE OF DEVONSHIRE GOVERNOR GENERAL OF CANADA.

CANADIAN PATRIOTIC FUND

115 VITTORIA STREET
TELEPHONE QUEEN 1817

HONORARY TREASURER
HON. SIR THOMAS WHITE, K.C.M.G., M.P.
MINISTER OF FINANCE
HONORARY SECRETARY
SIR HERBERT B. AMES, KT., M.P.
ASSISTANT SECRETARY
Mr. PHILIP H. MORRIS

C.

OTTAWA, 14th Feb., 1918.

Dear Sir,

The regulations of the War Charities Act, 1917, require that we furnish the Secretary of State with the name, address and occupation of each member of our governing body.

I should be glad to be informed how you would wish me to describe "occupation" in your case.

Yours truly,

Philip H Morris

Assistant Secretary.

Hon. W. L. Mackenzie King, C.M.G.,
Roxborough Apts.,
Ottawa.

Economist
Political economist
Journalist
Author
Writer
Educator
Researcher
Man of letters

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The Roxborough,
Ottawa, February 26, 1918.

Mr. Philip H. Morris,
Assistant Secretary, Canadian Patriotic Fund,
Ottawa.

Dear Mr. Morris:

Replying to your letter of the 14th instant, desiring designation of my occupation, I think possibly the term 'Industrial counsellor' would be as accurate a description as any I could give. The term has an unfamiliar sound in this country, but is used in the United States by persons whose occupation is similar to my own.

I have never attached much importance to labels, and if you deem this term too pretentious, please substitute any other you may think sufficient for the requirements of the War Charities Act.

Yours sincerely,

W. L. MACKENZIE KING

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35510

CHESTER S. MOREY
CHM. BOARD OF DIRECTORS
W.L. PETRIKIN
PRESIDENT & GENL. MGR.
R.K. MARSH
VICE PRESIDENT
CHARLES BOETTCHER
VICE PRESIDENT
S.M. EDGELL
VICE PRESIDENT
C.W. LUFF
SECRETARY & ASST. TREAS.
S.P. SAUNDERS
AUDITOR & ASST. SECY
E.R. GRIFFIN
TRAFFIC MANAGER
H.J. MILLER
PURCHASING AGENT
W.L. BAKER
SALES MANAGER
C.W. HASKELL
INSURANCE MANAGER
R.M. BOORAEM
EDWIN MORRISON
CHIEF ENGINEER
W.D. LIPPITT
GENL. AGRICULTURIST
C.W. WATERMAN
GENL. COUNSEL
H.H. ROLAPP
ASST. GENL. COUNSEL
CALDWELL MARTIN
GENL. ATTORNEY
M.D. THATCHER
TREASURER
PUEBLO, COLO.

THE GREAT WESTERN SUGAR COMPANY

GENERAL OFFICES, SUGAR BUILDING
DENVER, COLORADO

FACTORIES AT
EATON, COLO.
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LOVELAND, COLO.
LONGMONT, COLO.
BRIGHTON, COLO
STERLING, COLO.
BRUSH, COLO.
FT. MORGAN, COLO.
SCOTTSBLUFF, NEB.
GERING, NEB.
BAYARD, NEB.
BILLINGS, MONT
MISSOULA, MONT.
LOVELL, WYO.

IN YOUR REPLY PLEASE REFER TO
File_____

Denver, Colorado,
December 21, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Dear Mr. King.

I wish to thank you for your book "Industry and Humanity," which was received a few days ago. I very much appreciate having this book.

With best wishes for the Holiday Season, I remain

Very truly yours,

Edwin Morrison

EM-K

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35511

The Roxborough,
Ottawa, August 21, 1918.

Mr. B. E. Barnes,
The Morse Dry Dock and Repair Company,
Foot of 56th Street,
Brooklyn, N. Y.

Dear Sir:

Mr. Mackenzie King would be much interested in seeing particulars of the plan of representation of employees which The Morse Shipbuilding and Drydock Corporation has recently put into operation.

If your supply of copies of the plan itself is sufficiently large, would it be too much to ask for, say, half a dozen copies of the statement of it; and also a set of the different numbers of "The Dry Dock Dial" which have been published since its inauguration at the beginning of the year. Any other information you may have, in printed form or otherwise, concerning the principles of the plan and its operation, would be most welcome.

Vol. I No. 1
January 19, 8.

If I have not applied to the proper source for this information, perhaps you would be kind enough to refer this communication to the official who may be in a position to deal with it.

Yours very truly,

P. A. McGREGOR

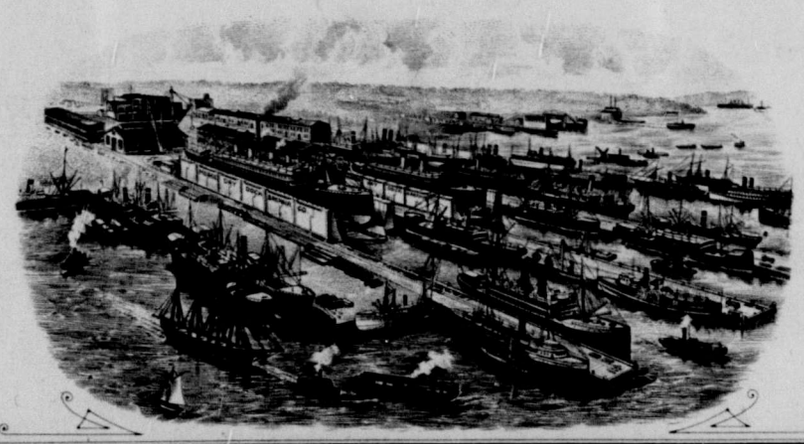
Private Secretary.

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35512



NEW YORK OFFICE:
17 BATTERY PLACE

ADDRESS ALL COMMUNICATIONS TO MAIN OFFICE:
FOOT 56TH ST.,
BROOKLYN, N.Y.

CABLE ADDRESS
PYROSISON, N.Y.
CODES:
SCOTTS, WATKINS &
A.B.C. (5TH EDITION)
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CONNECTING ALL DEPARTMENTS

MORSE DRY DOCK & REPAIR CO.

ENGINEERS, MACHINISTS & BOILER MAKERS

EXCELLENT FACILITIES FOR DOCKING AND REPAIRING VESSELS

FOOT 55TH TO 57TH STS., BROOKLYN, N.Y.

W.L.Mackenzie King,
The Roxborough,
Attention,
Mr.F.A.McGregor,

September 3,1918,

Dear Sir:-

We are forwarding under seperate cover copies of the Morse Dry Dock Dial, as requested in your recent letter. The Dial covers more fully than any other literature that we have, the plan of representation of employees. We are also sending half a dozen copies of a small booklet which is handed to all new employees and in which is explained the Employees Association.

If any further information is desired Mr.Hildreth Benner, superintendent of welfare and employment,would be very glad to furnish it to you.

Yours very truly,

Burt E.Barnes, Editor,
Morse Dry Dock Dial.

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35513

Employees' Association

of

Morse Dry Dock and Repair Company

CONSTITUTION
and BY-LAWS

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35514

CONSTITUTION

ARTICLE I.

This Association shall be known as the Employees' Association of the Morse Dry Dock and Repair Company.

ARTICLE II.

The objects of this Association are:

To promote a spirit of good fellowship among the employees of the Morse Dry Dock and Repair Company.

To foster closer relationship between the Company and its employees.

To secure co-operation among the members in establishing ways and means of reducing the number of accidents and improving the sanitation of the yard of the Company to the end that it be a safe and sanitary place of employment.

To render relief to such members of the Association during sickness or injury, and to their dependents in case of death as may desire to obtain the relief provided by the By-Laws.

ARTICLE III.

Section 1.—The membership of the Association shall be composed of the employees of the Company.

Sec. 2.—The dues of this Association shall be five cents (5c) per week for each mem-

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ber, to be deducted in advance from his weekly wage. (As amended July 14th, 1917.)

Sec. 3.—An employee ceases to be a member of the Association when he leaves the employment of the Company, and resumes his membership upon being re-employed.

Sec. 4.—The Board of Directors may, in its discretion, elect honorary members who shall, however, not be entitled to vote, nor be eligible for office.

ARTICLE IV.

Section 1.—The business of the Association shall be conducted by a President, Vice-President, Secretary and Treasurer, who shall be elected by ballot for a term of one year and until their successors are elected, and by one director from each department specified in the following section, who shall be elected for the term and in the manner hereinafter stated. The officers and directors shall constitute the Board of Directors of the Association.

Sec. 2.—Each of the trades or groups of trades described below shall constitute and be known as a department for the purpose of electing directors, and shall be designated respectively by numbers as follows:

1.—Carpenters, Joiners, Caulkers.
2.—Machinists (outside).
3.—Machinists (inside).
4.—Pipefitters.

5.—Blacksmiths.
6.—Riggers.
7.—Coppersmiths, Plumbers and Sheet Iron Workers.
8.—Boilermakers and Iron Ship Builders.
9.—Office employees, including Draftsmen and Solicitors.
10.—Miscellaneous, including Dock Hands, Chauffeurs, Crews of Launches, Watchmen and such other employees as are not employed in any one of the above-mentioned departments.

Sec. 3.—In case of a vacancy in any office, or on the Board of Directors, the Board of Directors shall, at its meeting following such vacancy, select by a majority vote, a member of the Association qualified to fill such office and vacancy on the Board until the next annual meeting.

ARTICLE V.

Section 1.—The annual meeting of the Association shall be held on the last Wednesday of February at such time and place as the directors shall appoint.

Sec. 2.—Regular meetings of the Association shall be held on the last Wednesday of each month at such time and place as the Board of Directors shall appoint.

Sec. 3.—A special meeting of the Association may be called by the President and shall also be called by the President upon

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the written request of ten members. The call for such special meeting shall specify the purpose of the meeting, time and place at which it will be held, and shall be posted on the Bulletin Board of the Company at least five days prior to the date for holding the same.

Sec. 4.—Fifty members shall constitute a quorum.

Sec. 5.—A majority of votes shall be necessary to pass a resolution.

ARTICLE VI.

Section 1.—At the annual meeting in 1917 a President, Vice-President, Secretary and Treasurer to serve until the next annual meeting shall be elected by ballot, after having been nominated from the floor as candidates for such offices.

Sec. 2.—On or before the annual meeting in 1917, each of the departments shall elect from its number a director to serve until the next annual meeting.

Sec. 3.—On or before the annual meeting in 1918, the departments designated as 1, 2, 3, 4 and 5 shall each elect, by ballot, from its number, a director to serve for a period of two years and thereafter on or before the annual meeting in alternate years each of the said departments shall elect a director for a period of two years.

Sec. 4.—On or before the annual meeting in 1918, the departments designated as 6,

7, 8, 9 and 10 shall each elect, by ballot, from its number, a director to serve for a period of one year, and on or before the annual meeting in 1919 each of the said departments shall elect by ballot from its number a director for a period of two years and thereafter, in alternate years, each of the said departments shall elect a director for a period of two years.

Sec. 5.—At the annual meeting in 1918 and at each annual meeting thereafter candidates for the offices of President, Vice-President, Secretary and Treasurer shall be placed in nomination and elected as follows:

The Secretary shall distribute ballots among the members with the offices listed thereon. Each member shall fill in his choice of candidates for the several offices on his ballot. The Board of Directors shall count the nominating ballots and the four members receiving the greatest number of nominating ballots for each of the four offices shall be declared placed in nomination.

Sec. 6.—If a man be nominated for two offices he shall be eligible for the one for which he has received the greatest number of nominating ballots.

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Sec. 7.—The voting for President, Vice-President, Secretary and Treasurer shall be on one ballot.

Sec. 8.—At the annual meeting the polls shall remain open for two hours.

Sec. 9.—Each member, who has paid all assessments and complied with the provisions of the Constitution and By-Laws of the Association shall be entitled to one vote.

Sec. 10.—A plurality of votes shall constitute an election to an office.

Sec. 11.—The President shall appoint, at the annual meeting, three inspectors of the election, who shall receive the votes, and, immediately after the close of the polls, shall canvass them and make a return thereof to the President.

ARTICLE VII.

Section 1.—This Constitution may be amended by the vote of two-thirds of the members of the Association, either by ballot or by letter-ballot, provided written notice containing a copy of the proposed amendment shall have been mailed to the members or posted on the Bulletin Board in the yard at least ten days before the date upon which the vote on the proposed amendment shall be taken.

BY-LAWS

ARTICLE I.

Section 1.—The President shall preside at all meetings of the Association and of the Board of Directors. He shall supervise and direct the work of the officers, committees or employees of the Association. He shall approve of all bills after they have been approved by the Finance Committee, and countersign all checks and drafts.

Sec. 2.—The President shall cast the deciding vote at any meeting when there is a tie.

ARTICLE II.

Section 1.—The Vice-President shall perform the duties of the President during his absence or inability to perform the same, or in case of a vacancy in the office of the President.

Sec. 2.—In the absence of the President and Vice-President the Association shall elect a President pro tem.

ARTICLE III.

Section 1.—The Secretary shall keep a just and true record of the proceedings of all meetings of the Association and Board of Directors and shall enter on the records

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all the receipts and expenditures of each meeting.

Sec. 2.—In case of official business, notice posted on the Bulletin Board in the yard of the Morse Dry Dock and Repair Company shall be deemed due notice to all members.

ARTICLE IV.

Section 1.—The Treasurer shall receive all moneys of the Association and shall deposit the same in such bank, or trust company, as the Board of Directors shall designate; such account shall be in the name of the Association and funds deposited therein shall be withdrawn only by check signed by the Treasurer and countersigned by the President. He shall keep an account of all receipts and disbursements, number and file vouchers and, whenever the Board of Directors, or Association, directs, shall submit all books and papers pertaining to his office to the finance committee for examination and audit; and, when regularly demanded, he shall deliver all moneys, books and papers belonging to the Association to his successor in office. He shall provide an indemnity bond in such form and amount as shall be approved by the Board of Directors.

ARTICLE V.

Section 1.—The Board of Directors shall have power to act in such a manner as it may deem advisable for the effectual fulfillment of the objects of the Association.

Sec. 2.—It shall exercise general supervision over the property of the Association and invest all funds, not required for current expenses, in a safe and profitable manner. It shall examine the books of the Secretary and Treasurer in the months of July and January and make a semi-annual report to the Association at the regular meetings in those months. It shall also make an annual inventory of all property owned by the Association and make a written report thereof at the annual meeting.

ARTICLE VI.

Section 1.—The Board of Directors shall appoint the following named committees:

RELIEF COMMITTEE.

The Relief Committee, shall establish and maintain a fund from which shall be paid benefits to members in case of sickness or disability and to their dependents in case of death, in such sum as the Relief Committee shall recommend, subject to the approval of the Board of Directors.

The committee shall also establish rules to regulate the collection of assessments

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and maintain the relief fund and have general supervision and control of the same.

It shall submit to the Board of Directors, in writing, a plan of relief and schedule of benefits. The Board of Directors shall investigate the same, make such recommendation in regard thereto as it deems necessary and establish the same as a plan of relief.

The plan of relief including the amount of the assessments to maintain it, the amount of the benefits and duration of the same, and the rules regulating the investment of the relief fund shall be embodied in a printed statement and distributed among the members of the Association.

The Relief Committee and the Board of Directors may, if they deem it advisable, arrange with an insurance company to assume the payment of the relief.

It shall be optional with each member of the Association whether he shall contribute to, or participate in, the relief fund.

ACCIDENT PREVENTION COMMITTEE.

The Accident Prevention Committee shall investigate accidents that occur in the yard and co-operate with the management of the Company in an effort to reduce the number of the same.

SANITATION COMMITTEE.

The Sanitation Committee shall co-operate with the management of the Company in establishing conditions of sanitation to the end that the yard may be a safe and sanitary place of employment.

ENTERTAINMENT COMMITTEE.

The Entertainment Committee shall arrange and have charge of balls, picnics, athletic games and other forms of entertainment.

FINANCE COMMITTEE.

A Finance Committee of three members to audit all bills.

WELFARE COMMITTEE.

The Welfare Committee shall suggest, investigate and co-operate with the management of the Company in arranging for the enactment of such plans as shall tend to improve the general welfare of the members of the Association.

The Board of Directors shall appoint such other committees as it may from time to time deem necessary and delegate to such committees the powers necessary to accomplish their objects.

ARTICLE VII.

Section 1.—These By-Laws may be amended in the same manner as provided for the amendment of the Constitution.

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PLAN OF INSURANCE

Adopted by the Employees' Association January 2d, 1918.

It shall be optional with each employee whether he shall contribute to, or participate in, the relief benefit.

CONDITIONS.

No medical examination is required nor is there any limit as to age. Any member of the Association may become insured. A doctor's report of all disability and immediate notice of injury, sickness or death to the Insurance Clerk (Telephone, Sunset 5100; address, c/o Morse Dry Dock and Repair Co., Brooklyn, N. Y.), are required.

A hospital is maintained in the yard for the benefit of any employee injured while at work. No charge is made for the medical attention.

BENEFITS COVERED BY THE POLICY.

ACCIDENT.

Employees will receive Seven Dollars ($7.00) per week for the period of disability, but not exceeding fifty-two (52) weeks.

SICKNESS.

Employees will receive Seven Dollars ($7.00) per week for the period of disability, but not exceeding twenty-six (26) weeks after the first seven (7) days of disability. (Venereal diseases are not covered.)

DEATH.

1.—Death resulting from occupational or non-occupational accidents.
Your family will receive.....$100.00

2.—Death resulting from disease.
Your family will receive.....$100.00

This last sum is a voluntary payment by MORSE DRY DOCK AND REPAIR COMPANY.

The member who becomes insured will not be entitled to benefits for any week he has no time on the pay roll previous to illness or accident from which the regular weekly premium payment can be deducted in advance.

The contract will begin on the first Wednesday that the payment is deducted and will continue only so long as the regular weekly premium payment is deducted in advance from the pay roll or paid in advance direct to the Insurance Clerk. This contract when made effective will continue and the deduction will be made each week unless you, personally, notify the Insurance Clerk to discontinue same.

Premiums will be deducted each week as follows:

Twenty-five Cents (25c) the **first** week.
Twenty Cents (20) the **second** week.
Twenty Cents (20c) the **third** week.
Twenty Cents (20c) the **fourth** week.

And beginning with the **fifth** week the same rotation will be follow as above.

This insurance may be continued after leaving the employ of the Morse Dry Dock and Repair Company by paying one month premium in advance to the Insurance Clerk and thereafter by arrangement with the North American Accident Insurance Company, at 30 Church Street, New York City.

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INSURANCE NOTICE 35527

You are now insured for Sickness, Death and Non-occupational accidents. The new insurance premium of 85 cents, instead of 50 cents, will take effect Jan. 2nd, 1918, and will cover **all accidents,** occupational as well as non-occupational.

If you do not advise Mr. Kling (Insurance Clerk), located in the Employment Office, to the contrary prior to Dec. 22nd, 1917, we will consider you desire to change to the new form of insurance which also provides continued benefits if premium payment is continued after leaving the company. If you prefer to continue the old form of insurance you may do so by advising Mr. Kling to that effect prior to Dec. 22nd.

Deductions will be as follows:

1ST WEEK	2ND WEEK	3RD WEEK	4TH WEEK
$ .25	$. 20	$ .20	$ .20

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Form No. 63

APPLICATION FOR RELIEF BENEFITS

DATE, ..., 19....

Please enter my name for the insurance benefits referred to in the Constitution and By-Laws of the EMPLOYEES' ASSOCIATION of MORSE DRY DOCK AND REPAIR COMPANY.

CHECK No. ..... **NAME** .....

DEPT. ..... **ADDRESS** .....

NAME OF BENEFICIARY.....

The benefits will become effective on the first Wednesday following the date of Application. Premium payments will be deducted weekly in advance.

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35529

The Roxborough,
Ottawa, September 7, 1918.

Mr. B. E. Barnes,
Editor, "The Morse Dry Dock Dial",
The Morse Dry Dock and Repair Company,
Foot 55th to 57th Streets,
Brooklyn, N. Y.

Dear Sir:

I thank you cordially for your letter of the 3rd instant, and for the interesting information which you have been good enough to send under separate cover. Copies of The Morse Dry Dock Dial, which you mention as being forwarded, have not yet come to hand; doubtless, however, they are in the mails and will shortly be received. Ack'd by card Sept. 10.

Would it be possible to have Mr. Mackenzie King's name placed on your mailing list to receive, at the above address, copies of The Dry Dock Dial as they are issued. Whatever charge is made for the publication, Mr. King will be glad to meet.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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35530

The Roxborough,
Ottawa, September 7, 1918.

Mr. Hildreth Benner,
Superintendant of Welfare and Employment,
The Morse Dry Dock and Repair Company,
Foot 55th to 57th Street,
Brooklyn, N. Y.

Dear Sir:

I have received from Mr. B. E. Barnes, Editor of The Morse Dry Dock Dial, copies of a booklet relating to The Employees' Association of your Company, and expect shortly to receive copies of the Dry Dock Dial, containing information concerning the plan of representation of employees recently put into effect.

Mr. Barnes suggests that further information might be obtained through application to yourself, and I am therefore writing on behalf of Mr. Mackenzie King to ask if he could be furnished with any other data which would inform him completely concerning the nature and operation of the plan of representation, and any other methods which your Company has found useful in improving the relations of management and employees. If copies of the plan itself are available in printed form, Mr. King would be particularly glad to have a half-dozen copies; and if any other statements relating to it have been issued, such literature

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as you might find it possible to forward will be much appreciated.

Yours very truly,

F. A. McGREGOR

Private Secretary.

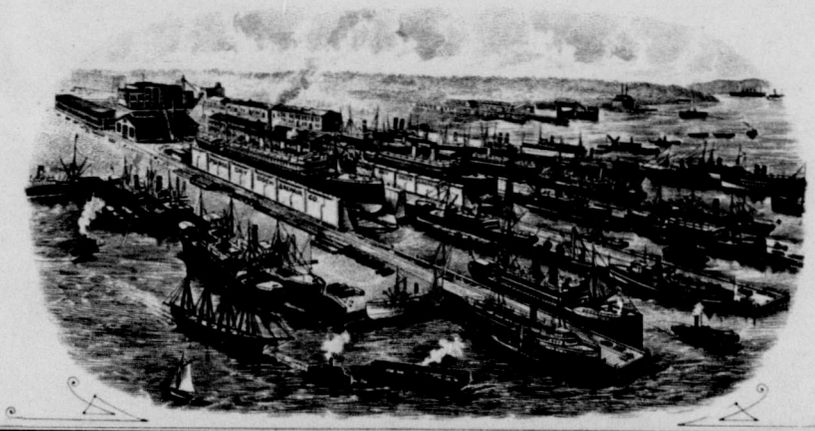
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NEW YORK OFFICE:
17 BATTERY PLACE

ADDRESS ALL COMMUNICATIONS TO MAIN OFFICE:
FOOT 56TH ST.,
BROOKLYN, N.Y.

CABLE ADDRESS:
PYROSISON, N.Y.
CODES:
SCOTTS, WATKINS &
A.B.C. (5TH EDITION)
TELEPHONE:
5100 TO 5108 SUNSET
CONNECTING ALL DEPARTMENTS

MORSE DRY DOCK & REPAIR CO.

ENGINEERS, MACHINISTS & BOILER MAKERS

EXCELLENT FACILITIES FOR DOCKING AND REPAIRING VESSELS

FOOT 55TH TO 57TH STS., BROOKLYN, N.Y.

September 12th, 1918

Mr. F. A. Mc Gregor, Secretary,
c/o L. Mackenzie King,
The Rexborough,
Ottawa, Canada.

Dear Sir:

No doubt by this time you have received the copies of the Morse Dry Deck Dial mentioned in your letter of the 7th. The article in the May issue of the Dial covers in detail the working plan of our agreement and I believe that by reading over the description you can obtain a very good knowledge of proceedure.

The agreement or plan of representation did not go into effect at the time of the organization of the employees' association but was the outcome of the spirit of loyalty that the association had fostered among the employees' Our success in the welfare work of this company has dated from the time that the association was started and the method that was used in interesting the men in the organization was that of appealing to the men of each shop through the appointment of one man in each department to talk things over with the men working with him. The next step taken was election of shop officers by a printed ballot. The candidate who received the largest number of votes was elected to the Board of Directors of the Association, to represent his department on all questions pertaining to his welfare.

The Employees Association proved so popular to the employees that the plan of representation when offered to them met with instantaneous success. Copies of this plan are not available in printed form other than the description contained in the May 1918 issue of the Dial.

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F. A. Mc Gregor 9. 12.18

Due to the great number of requests that we have received for copies of this issue our supply is exhausted. I trust that the information given in this letter will be of some assistance and would be very willing to discuss the plan in detail should you have an oppertunity to call upon me when you are in New York. It would be impossible for me to satisfactorily explain further details through correspondence.

Very truly,

MORSE DRY DOCK & REPAIR CO.

H Benner

Superintendent of Employment & Welfare

HB:P

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The Roxborough,
Ottawa, October 1, 1918.

Mr. H. Benner,
Superintendent of Employment and Welfare,
The Morse Dry Dock and Repair Company,
Foot 55th to 57th Streets,
Brooklyn, N. Y.

Dear Sir:

I am sorry to observe that your letter of September 12, though received two weeks ago, has remained unacknowledged. The oversight has been due to the pressure of other important work.

Permit me to thank you now for the information your letter contains concerning the agreement between your company and its employees, and also with reference to the Employees' Association. Copies of the Morse Dry Dock Dial, received since my inquiry was addressed to you, contain a very complete statement of the plan in operation, and together with your letter of the 12th will give Mr. Mackenzie King the information he wished to have.

Again with cordial thanks to you for your kindness,

Believe me,

Yours very truly,

F. A. McGREGOR
Private Secretary.

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PRINTERS
LITHOGRAPHERS
ENGRAVERS

THE MORTIMER CO.
LIMITED.

MONTREAL OTTAWA TORONTO

PRODUCERS OF
ADVERTISING
LITERATURE

OTTAWA October 22nd 1918.

W.L. McKenzie King Esq.,
The Roxborough,
OTTAWA, Ontario.

Dear Sir:- Letter of Transmittal.
Job Number 960.

As we advised you over the phone, fifty copies of your letter of transmittal, making eight pages and cover, will cost $35.00, and the rate for one hundred copies afterwards, printed at the same time, will be $15.00.

We understand that you require two invoices, one for the foundation for one hundred copies, and another invoice for one hundred copies for yourself.

Yours very truly,

THE MORTIMER COMPANY LIMITED,

W. E. Hodgson
Order Department.

WEH/HD

ADDRESS ALL COMMUNICATIONS TO COMPANY

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35536

THE SUPREME COURT OF ONTARIO
HIGH COURT DIVISION.

(Hon. Sir William Mulock)

OSGOODE HALL,
TORONTO.

December 21st. 1918.

Hon. W. L. McKenzie King,
The Roxboro'
Ottawa, Ont.

My Dear Willie:

You have received, or will receive soon, an invitation to be a guest of the Republican Club of New York at their Canadian Day luncheon, and I write to endorse their invitation and to express the strong hope that you can accept it. A year ago I had the honor of being their guest and was greatly impressed by the kindly feeling of the members towards Canada. The Club is doing splendid work towards developing entente cordiale between the two countries and if in your address to them you could let them know how much we appreciated their generous spirit towards Canada, it would please them and help on the object.

Judge Sutherland, and I hope that Beland who has also been invited, will accept. Might I suggest to you that you write to Beland and encourage him to go and take him with you. He would appreciate your doing so, and it might prove very useful.

Yours faithfully,

W. Mulock

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The Roxborough,
Ottawa, December 30, 1918

Hon. Sir William Mulock, K.C.M.G.,
Chief Justice of the Exchequer Division.
Supreme Court of Ontario.
518 Jarvis Street,
Toronto.

My dear Sir William:

I was very much pleased to receive your letter making mention of the invitation being extended to me by the Republican Club of New York, and which has been duly received. I wish it were possible for me to accept the invitation, but my present plans are to sail for Europe about the date fixed for the luncheon, and I have therefore felt reluctantly obliged to say it would not be possible to accept at this time.

I am writing Beland, urging his acceptance of the invitation. It is the greater disappointment to me to have to decline, appreciating how valuable from many points of view it would be to have the opportunity and pleasure of appearing with Beland under such auspices in New York.

While writing Beland on the subject of the Republican Club luncheon, I am also urging him to submit to the Houghton Mifflin Company of Boston the manuscript of a book on his war experiences which I understand he has in process of preparation.

I hope you duly received the copy of INDUSTRY AND HUMANITY, which I had asked the publishers to forward to you. Through a very stupid blunder on the part of the clerk in charge of sending out the books, little or no attention was paid to a comparison of the address on the cover with the slip enclosed, and I doubt if five per cent. of those to whom I asked to have copies mailed received the author's slips especially intended for them. If by any chance you received a slip belonging to some other person, I hope you have retained the book and sent the slip back to the publishers. Some time when I am in Toronto, I should like to write a personal inscription in your copy.

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The book, the publishers tell me, is having a fine sale in the United States, and I understand that the whole of the first Canadian edition is already exhausted, and another edition of two thousand copies ordered for Canada. The publishers have also asked me if I would be agreeable to having the book translated into French, and an edition brought out in France, as well as in England. The reviews I have seen thus far are most friendly, and the communications I have received from a number of people, most appreciative. I hope you have found time to read some of the book; and found what there is in the nature of reminiscences of our association together in the inaugurstion of the Department of Labour not lacking in appreciation of the opportunity which came to me through your deep concern for the well-being of the working classes.

I have just returned from New York, where I have been on further important conferences on industrial matters, and received other retainers for work of the kind of which I was telling you when last in Toronto.

May the New Year be kind to you, and bring much of happiness to your door.

With affectionate remembrances, Believe me, dear Sir William,

Always very sincerely yours,

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CANADA

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Form 62. 200m-12-17

Number
Time Filed
Number of Words

THE COLORADO & WYOMING TELEGRAPH CO.

SENT

TELEGRAM

CLASS OF SERVICE DESIRED	
	Day Message
	Night Message
	Day Letter
	Night Letter

Patrons should mark an X opposite the class of service desired; otherwise FULL RATES will be charged. SEE BACK OF THIS BLANK.

Send the following message, subject to the terms on back hereof, which are hereby agreed to

To

Coal Creek, June 3, 1918.

Mr. Starr J. Murphy,
26 Broadway,
New York.

Please see Newcomb Carlton, President Western Union, immediately, and give him following message, supplementing same with your own knowledge of situation here and recent change of policy by Standard of New Jersey and Consolidation Mines as your judgment prompts.

"Have just read with ~~interest~~ concern newspaper report of correspondence between yourself and War Labor Board. Cannot but feel that your position is based on apprehension as to outcome of suggestions made which we fully shared three years ago in dealing with acute industrial problem in the West. Our experience has more than proved the value of close and frequent conference between company officials and duly elected representatives of our employees.

"Moreover, the full concession to employees of right to join any organization, when accompanied by a plan of representation of employees within the company we have found that

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PUBLIC ARCHIVES PUBLIQUES
CANADA

Form 62. 200m-12-17

35540

Number
Time Filed
Number of Words

THE COLORADO & WYOMING TELEGRAPH CO.

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TELEGRAM

CLASS OF SERVICE DESIRED	
	Day Message
	Night Message
	Day Letter
	Night Letter

Patrons should mark an X opposite the class of service desired; otherwise FULL RATES will be charged. SEE BACK OF THIS BLANK.

Send the following message, subject to the terms on back hereof, which are hereby agreed to

(2)

To

itself, ~~has tended to lessen rather than to stimulate union agitation, and~~ has not in the slightest degree interfered with the maintenance of an open shop.

"In view of present attitude of the Administration and the public, is there not grave danger lest the failure on the part of any corporation to consider sympathetically suggestions which, ~~while at variance~~ though differing from ~~with~~ its past policy, will undoubtedly be regarded by the public as just and reasonable, ~~and~~ may lead to as a last resort to extreme governmental action.

"Mr. Murphy, my associate, is familar with all the developments ~~here~~, as well as similar ones of recent date in other industries in the east with which we are connected, and will be glad, if you so desire, to familiarize you with any matters relating thereto."

John D. Rockefeller, Jr.

in Colorado

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CANADA

35541

New York, June 4, 1918.

John D. Rockefeller, Jr.,
Denver, Colorado.

Telegram received. Have seen gentleman named, reading him your message. He has many union employees in certain departments of Company, but feels that the public service feature of his business requires that operators have undivided allegiance to the Company. He is formulating a plan for representation among his employees. He said the greatest service you could render would be to get Mackenzie King to come on immediately, and is very desirous to see him. If he is coming at all, time is of the utmost importance.

He asked me to express to you his appreciation of your kindly interest.

Starr J. Murphy.

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First Draft

Pueblo, Colorado,
June 4, 1918.

Mr. Starr J. Murphy,
26 Broadway,
New York.

Mr. King feels that to leave Colorado to participate in negotiations at present stage might lead to all-round serious misunderstanding of purpose. It is most important, in his opinion, that any plan devised should not be one framed in opposition to unionism, but, as in the case of the Colorado Plan, should leave membership in union organization optional, whilst rendering it obviously unnecessary as a means of securing justice in the adjustment of grievances. He thinks Company has exceptional chance to secure continuity of service and security against union interference by guarantees to which the Government, through War Labor Board, might be made a party. He suggests considering some such guarantee as offset to any option conceded respecting right of membership in any organization. The Administration, he thinks, is certain to uphold this right, and its possible line of action, should this point stand in the way of final settlement, cannot, he believes, be too carefully considered.

John D. Rockefeller, Jr.

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CLASS OF SERVICE	
Fast Day Message	
Day Letter	
Night Message	
Night Letter	

If no class of service is designated the telegram will be transmitted as a fast day message.

COPY OF WESTERN UNION TELEGRAM

TELEGRAM

Pueblo, Colorado, June 5, 1918.

Mr. Starr J. Murphy,
26 Broadway,
New York.

Nucleoid feels that to leave Colorado at present time, as suggested, might lead to all-round serious misunderstanding of purpose, and would be unwise. It is vital, in his opinion, that any plan devised should not be one framed in opposition to unionism, but, as in the case of the Colorado Plan, should leave membership in union organization optional, whilst rendering it obviously unnecessary as a means of securing justice in the adjustment of grievances. He thinks Company has exceptional chance to secure continuity of service and security against union interference by guarantees to which the Government, through the War Labor Board, can undoubtedly be made a party, and believes such guarantees would more than offset any option conceded respecting right of membership in any organization. The Administration, he thinks, is certain to uphold this right, and its possible line of action, should this point stand in the way of final settlement, cannot, he believes, be too carefully considered.

John D. Rockefeller, Jr.

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The Roxborough,
Ottawa, July 26, 1918.

Mr. Owen R. Lovejoy,
Secretary, National Child Labor Committee,
105 East 22nd Street,
New York.

Dear Sir:

Would it be possible to obtain from your Committee any references to articles or pamphlets on labor conditions in the Sugar Beet industry in Colorado and other Western States, which may have been published within the last year or two. I have copies of "The Survey" for 1916, which contain the articles by Edward N. Clopper, and possibly these comprise all the literature on the subject. I thought it possible, however, that some other publications had appeared, and in that event, that your office would have information on the subject. If this should be so, any bibliography you could let me have would be very much appreciated.

If you have copies on hand available for distribution, could you let me have at the same time statementsof the legislation respecting child labor which is in force in the different Western States concerned. Or it may be that you could direct me to the source from which such information could be obtained.

Yours very truly,

F. A. McGREGOR

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National Child Labor Committee

INCORPORATED

105 EAST TWENTY-SECOND STREET, NEW YORK CITY

HONORARY MEMBERS { WOODROW WILSON, WILLIAM H. TAFT, THEODORE ROOSEVELT

EXECUTIVE OFFICERS

FELIX ADLER, CHAIRMAN
HOMER FOLKS, SAMUEL McCUNE LINDSAY } VICE-CHAIRMEN
V. EVERIT MACY, TREASURER
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New York, July 30, 1918.

Mr. F. A. McGregor,

The Roxborough,

Ottowa, Canada.

My dear Mr. McGregor:

Your letter of July 26 addressed to Mr. Lovejoy has been referred to me in his absence.

Under separate cover I am forwarding to you a copy of the Committee's original report on the investigation of labor conditions in the sugar beet fields of Colorado. With it I am sending a copy of a report presented to the Colorado Legislature in 1917 when a bill was before it prohibiting children under 14 being employed in the beet fields. This bill failed to pass.

In "Central-Blatt and Social Justice" for February, 1917, a magazine published by the Central Bureau of the Central Verein, Temple Building, St. Louis, Missouri, you will find on page 313 a short article on "Migrants to the Wisconsin Sugar Beet Fields." This and the reports of the National Child Labor Committee are practically all the material available on the subject.

I am sending you a digest of the various state child labor laws. In Nebraska the hours which children may work in beet fields are limited to eight but in no other beet state is there any limitation upon the

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Mr. F. A. McGregor - 2.

employment of children, except the limitation imposed by the compulsory education law.

Very truly yours,

Thomas D. Taylor

Publication Secretary.

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The Roxborough,
Ottawa, August 2, 1918.

Miss Florence I. Taylor,
Publication Secretary
National Child Labor Committee,
105 East Twenty-second Street,
New York.

My dear Miss Taylor:

Your very satisfactory reply of July 30 is much appreciated. Your letter contains precisely the kind of information I wished to have concerning labor conditions in the sugar beet fields of the Western States. I shall look forward to the receipt of the documents you mention as having sent under separate cover. I am writing also to the office of publication for a copy of the magazine article to which you refer.

With renewed thanks for your kindness in supplying me with this data, Believe me,

Yours very truly,

F.A. McGREGOR

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Dictated at Denver, Colorado,
June 15, 1918.

The Secretary,
National Committee of Employment Managers Associations,
Rochester, N. Y.

Dear Sir:

I write to ask if you would have the kindness to send me, at my address The Roxborough, Ottawa, Canada, particulars concerning the National Committee of Employment Managers Association, which was formed in Rochester in May, 1917. I should be glad to know in detail of the work of the Committee, and to receive any publications of the Committee available for distribution.

Perhaps I could obtain through you information concerning the courses which have been given for employment managers at Rochester University. If, however, you have not the information at hand, I should feel very much obliged if you would indicate for me the source to which I should apply for details.

Thanking you in advance for your kind assistance and co-operation in this matter, Believe me,

Yours very truly,

W. L. MACKENZIE KING

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CANADA

35549

W. L. MACKENZIE KING

Returned — to such organization = Rochester.

Dictated at Denver, Colorado,
June 15, 1918.

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W. L. Mackenzie King.

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CANADA

35549

W. L. MACKENZIE KING

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Yours very truly,

W. L. Mackenzie King.

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The Roxborough,
Ottawa, December 30, 1918

Mr. Joseph H. Knight,
National Industrial Conference Board,
724 Southern Building,
Washington, D. C.

Dear Sir:

I thank you for your letter of the 28th instant, and for its assurance that you will transfer to your Boston office my request that copies of the publications of the Industrial Conference Board should be forwarded to Mr. W. L. Mackenzie King.

Yours very truly,

Private Secretary.

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President Lawson Purdy, New York
Secretary Clinton Rogers Woodruff, Philadelphia
Treasurer George Burnham, Jr., Philadelphia
Chairman, Executive Committee M. N. Baker, Montclair, New Jersey

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Howard Strong, *Minneapolis, Minn.*
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L. D. Upson, *Detroit, Mich.*
Henry M. Waite, *Dayton, Ohio*
A. Leo Weil, *Pittsburgh*
Lionel Weil, *Goldsboro, N. C.*
James H. Wolfe, *Salt Lake City, Utah*

OFFICES OF THE SECRETARY
NORTH AMERICAN BUILDING, PHILADELPHIA

October 15, 1918.

Hon. W. L. McKenzie King,

Toronto, Canada.

Dear Mr. King:

I feel sure of your interest in the approaching Conference on Reconstruction called by the National Municipal League to meet in Rochester, November 20 - 22.

So far as arranged the program includes a discussion of what our Allies are doing along reconstruction lines and a consideration of the following topics: The new relation of the federal government to state and local communities; the replanning of the United States with regard to transportation, housing and public works; public employment; and the government, present and future, of the communities called into existence by war time conditions.

We will be very glad indeed to have the privilege of announcing you as one of those intending to be present at the conference and to participate in the discussions. Our plans are to have a few papers as the starting points of the discussions.

We would also like to have your suggestions as to the names of those who should be invited to attend and take part in the program.

With personal regards, I am,

Yours faithfully,

Clinton Rogers Woodruff

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The Roxborough,
Ottawa, October 25, 1918

Mr. Clinton Rogers Woodruff,
Secretary, National Municipal League,
North American Building,
Philadelphia, Pa.

My dear Mr. Woodruff:

I regret that, having an important business engagement in the American West during the month of November, it will not be possible for me to be present at the approaching conference on reconstruction, called by the National Municipal League to meet in Rochester, November 20-22. I regard such a conference as of the utmost significance and importance at this time, and cannot regret too deeply the circumstances which make my attendance at the gathering impossible.

As to your request for suggestions as to names of persons to be invited to take part in the program, I presume you know that the Government of Canada has appointed a consultative committee to advise on matters of reconstruction. Hon. A. K. Maclean is the man in charge of this committee, and Mr. Gerald H. Brown is its secretary. By communicating with either of these gentelemen, you would be able to secure the names of the persons who compose their advisory board, as well as the names of others with whom the committee has been in conference from time to time.

I presume you know also of the Invalided Soldiers Commission, formerly the Military Hospitals Commission, also connected with the Federal Government. This body has been issuing for some time past a small publication entitled "Reconstruction". The Chairman of the Commission is Hon. Sir James Lougheed, and its Secretary is Mr. E. H. Scammell. By communicating with either of these gentlemen you could doubless learn the names of other persons likely to be interested in the appoaching conference.

Sir John Willison, of Toronto, is Chairman of the Canadian Industrial Reconstruction Association. This is a voluntary association and is in no way connected with the

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Government. No doubt Sir John Willison and the members of his Association would be interested in the conference.

Professor O. D. Skelton, of Queen's University, Kingston, is deeply interested in the work of reconstruction. It would be well worth while inviting him to be present.

With kind regards, Believe me,

Yours sincerely,

W. L. MACKENZIE KING

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President
Lawson Purdy, New York

Secretary
Clinton Rogers Woodruff, Philadelphia

Treasurer
George Burnham, Jr., Philadelphia

Chairman, Executive Committee
M. N. Baker, Montclair, New Jersey

NATIONAL MUNICIPAL LEAGUE

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George McAneny — New York
Oliver McClintock — Pittsburgh
J. Horace McFarland — Harrisburg
Charles E. Merriam — Chicago
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Mayo Fesler — Cleveland, Ohio
Rev. William G. Eliot, Jr. — Portland, Oregon
William Dudley Foulke — Richmond, Ind.
C. J. France — Seattle, Wash.
Clarence L. Harper — Philadelphia
Albert Bushnell Hart — Cambridge, Mass.
Augustus Raymond Hatton — Cleveland, O.
Raymond V. Ingersoll — Brooklyn, N. Y.
Camillus G. Kidder — Orange, N. J.
Sam A. Lewisohn — New York
W. D. Lighthall — Montreal, Canada
Pliny W. Marsh — Detroit, Mich.
William Bennett Munro — Cambridge, Mass.
Truman H. Newberry — Detroit, Mich.
J. W. S. Peters — Kansas City, Mo.
Bessie Leach Priddy — Ypsilanti, Mich.
Edward K. Putnam — Davenport, Iowa
Thomas H. Reed — San Jose, Cal.
Francis B. Sayre — Williamstown, Mass.
Mary K. Simkhovitch — New York
Howard Strong — Minneapolis, Minn.
Theodore F. Thieme — Fort Wayne, Ind.
L. D. Upson — Detroit, Mich.
Henry M. Waite — Dayton, Ohio
A. Leo Weil — Pittsburgh
Lionel Weil — Goldsboro, N. C.
James H. Wolfe — Salt Lake City, Utah

OFFICES OF THE SECRETARY
NORTH AMERICAN BUILDING, PHILADELPHIA

November 4, 1918.

CRW/H.

Honorable W. L. Mackenzie King,
The Roxborough,
Ottawa.

My dear Mr. King:-

I am mighty sorry you cannot be with us at Rochester where we are promised a most interesting meeting. To some of those you have mentioned, we have already sent letters of invitation, to the others we are mailing them today.

With sincere personal regards, I am

Yours faithfully,

Clinton Rogers Woodruff

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35555

NEW YORK OFFICE
THE ENGINEERING FOUNDATION
33 WEST THIRTY-NINTH STREET

NATIONAL RESEARCH COUNCIL
ACTING AS THE
DEPARTMENT OF SCIENCE AND RESEARCH
OF THE
COUNCIL OF NATIONAL DEFENSE

WASHINGTON OFFICE
1023 SIXTEENTH STREET

Washington, D. C.,
May 16, 1918.

To
By
MAY 17 Rec'd
J. D. R., Jr.
REMARKS

ADVISORY COMMITTEE
ON
INDUSTRIAL RESEARCH

The first meeting of the Advisory Committee will be held at the University Club on Wednesday, May 29, in connection with the dinner given by Doctor Hale. At this meeting plans will be formulated for the promotion of industrial research under the auspices of the National Research Council. Much attention has been paid to the development of industrial research in Britain, a question which is no less urgent here than there. A memorandum showing what has been accomplished in Britain will be forwarded to you in a few days.

Kindly inform me at 1023 Sixteenth Street, Washington, D. C., whether you will be able to be present.

Taken care of

John Johnston
Secretary.

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Mr. King

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THE PROMOTION OF INDUSTRIAL RESEARCH

In the following pages is presented a brief sketch showing the importance which the British attach to this question, and what they have done by establishing and supporting a Government Department of Scientific and Industrial Research. The British scheme is here outlined only to show their plans and to indicate the objects to be attained, not with the implication that we should follow the British procedure in detail. Indeed, it is believed that American manufacturers or industrial associations can in general be persuaded to cooperate in industrial research work and to support such work without outside financial aid either from the Government or from other sources.

John Johnston

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COOPERATION IN INDUSTRIAL RESEARCH

35557

- RECENT DEVELOPMENTS IN GREAT BRITAIN -

The commanding position held for so long by a large number of British industries had created a deeply rooted feeling of security among a large body of manufacturers; this, coupled with a natural conservatism and with the circumstance that the heads of many industries have not been educated in such a way as to enable them to appreciate scientific knowledge, was a hindrance to the adoption of proposals for research work in industry there. It had not been generally realized that industrial conditions were changing, and that many of the conditions which originally enabled British industries to assume a preeminent position had ceased to exist. The war however brought this fact home, and produced a change in attitude which otherwise would have required a very much longer period to achieve; directly, by the necessity of many lines of research work to the production of munitions and to the prosecution of the war in general; indirectly, by the fact that many firms were forced to adapt themselves to entirely different lines or methods of manufacture, many of which depended for their development upon research work. British scientific men had for years been pointing out the necessity for the greatly extended application of science to industry, but no definite action was ever taken until about a year after the beginning of the war when a White Paper[1] signed by Arthur Henderson, at that time a member of the British Cabinet, appeared.

This document is entitled "Scheme for the Organization and Development of Scientific and Industrial Research"; its first paragraph is so perinent that it is quoted here.

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1) Cd. 8005; July 23, 1915.

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"There is a strong consensus of opinion among persons engaged both in science and in industry that a special need exists at the present time for new machinery and for additional State assistance in order to promote and organize scientific research with a view especially to its application to trade and industry. It is well known that many of our industries have since the outbreak of war suffered through our inability to produce at home certain articles and materials required in trade processes, the manufacture of which has become localized abroad, and particularly in Germany, because science has there been more thoroughly and effectively applied to the solution of scientific problems bearing on trade and industry and to the elaboration of economical and improved processes of manufacture. It is impossible to contemplate without considerable apprehension the situation which will arise at the end of the war unless our scientific resources have previously been enlarged and organized to meet it. It appears incontrovertible that if we are to advance or even maintain our industrial position we must as a nation aim at such a development of scientific and industrial research as will place us in a position to expand and strengthen our industries and to compete successfully with the most highly organized of our rivals. The difficulties of advancing on these lines during the war are obvious and are not underestimated, but we cannot hope to improvise an effective system at the moment when hostilities cease, and unless during the present period we are able to make a substantial advance we shall certainly be unable to do what is necessary in the equally difficult period of reconstruction which will follow the war".

By this document the State had "recognized the necessity for organizing the national brain power in the interests of the nation at peace. The necessity for the central control of our machinery for war had been obvious for centuries, but the essential unity of the knowledge which supports both the military and industrial efforts of the country was not generally understood until the present war revealed it in so many directions as to bring it home to all. War has remained as much an art as ever, but its instruments, originally the work of the craftsman and the artist, are now not only forged by the man of science; they need a scientific training for their effective use. This is equally true of the weapons of industry. The brains, even the very processes, that today are necessary to the output of munitions were yesterday needed, and will be needed again tomorrow, for the arts of peace. This is the central fact which

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justifies the establishment of the new machinery in the midst of a struggle that is absorbing the whole energies of the nation in a way no previous war has done".[1)]

The scheme thus promulgated is designed to establish a permanent organization for the promotion of scientific and industrial research; it provides for a small advisory council, "composed mainly of eminent scientific men and men actually engaged in industries dependent upon scientific research", whose primary functions are to advise on

"(1) Proposals for instituting specific researches;

(2) Proposals for establishing or developing special institutions or departments of existing institutions for the scientific study of problems affecting particular industries or trade;

(3) The establishment and award of Research Studentships and Fellowships".

It is unnecessary to give further details here, except to state that the Council was directed to frame a program for their own guidance in recommending proposals for research, which "will naturally be designed to operate over some years in advance, and in framing it the Council must necessarily have due regard to the relative urgency of the problems requiring sclution, the supply of trained researchers available for particular pieces of research, and the material facilities in the form of laboratories and equipment which are available or can be provided for specific researches."

In accordance with these instructions, the Council made a survey of the whole field, and as a preliminary measure gave aid and encour

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1) Report of the Committee of the Privy Council for Scientific and Industrial Research for the year 1915-16. (Cd. 8336) page 9. Much of what follows is taken from this report and from that for the year 1916-17. (Cd. 8718), both of which should be consulted.

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couragement to a number of researches which were being carried on by various technical societies, institutions or committees. This list of researches is of interest:

Laboratory glass; optical glass; glass technology.
Hard porcelain; refractory materials.
Setting and disintegration of salts and crystalline substances.
Tin and tungsten.
Corrosion of non-ferrous metals.
Properties and composition of alloys.
Tool steel experiments.
Statistical work in preparation of field for research in iron and steel.
Methods of notched bar impact testing; hardness test for journals and pins.
Flow of steam through nozzles.
Rate of heat transmission from hot surfaces to fluids over them.
Deterioration of structures of timber, metal, and concrete in sea water.
De-gumming of silk.
Heating of buried cables.
Properties of insulating oils.

The main work of the Advisory Council however was concerned with the organization of Industrial research; firstly because they felt "the paramount importance of arousing and securing the interest of manufacturers in the application of science to industry, and secondly because the influence of the war has created in industry an atmosphere conducive to the growth of new ideas, whereas it has unfortunately made the prosecution of work in pure science and in its organization a matter of extreme difficulty". As its work along these lines developed, it became clear that a separate organization having its own estimates in charge of a minister responsible to Parliament was a necessity. Accordingly in December, 1916, there was established a separate Department of State entrusted with the organization of scientific and industrial research; and under this Department an Imperial Trust was created to hold, on behalf of the Department, the sum of one million sterling which Parliament had placed at its disposal to be spent over a period of five years or

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so [1]. It was agreed that the money thus made available should be spent in the form of grants in aid of research undertaken by firms in any industry which may combine to conduct it on a cooperative basis; and that the best means to this end is the establishment of Trade Research Associations.

A leaflet [2] has been published explaining the manner in which such associations are expected to work, from which we take the following excerpt:

"The independence and initiative of the British manufacturer have contributed largely in the past to his success. After the war he will need all possible assistance in undertaking and developing research work as a means of enlarging his output and improving its quality. But if the help is to be effective, it must increase his independence and initiative. It must avoid chaining him to the routine of Government administration however efficient. It must be so given as to enlist his active support. To the initiative of the manufacturer, the improvement of old and the discovery of new industrial processes in this and other countries have largely been due. It has been the cooperation of progressive industry with science which has led to the practical application of the results obtained in the laboratories of scientific men. The Advisory Council for Scientific and Industrial Research have, therefore, recommended after consultation with manufacturers and others that the new fund should be expended on a cooperative basis in the form of liberal contributions by the Department towards the income raised by voluntary associations of manufacturers established for the purpose of research. By this method the systematic development of research and the cooperation of science with industry will be carried out under the direct control of the industries themselves. It is also hoped that the cooperation of the firms concerned in any one industry may enable research work to be undertaken which would not have been dealt with by individual firms.

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1) In addition to this sum there is an annual appropriation to cover (a) the cost of those researches which will not be undertaken by the Research Associations; (b) the grants to individual workers, both students and others; (c) the cost of administration. The Department now is in charge of the National Physical Laboratory, which heretofore was supported largely by the Royal Society; and has established a Fuel Research Board to deal effectively and systematically with the urgent problem of fuel economy.

2) "The Government Scheme for Industrial Research". A. Research Association No. 1. Three other leaflets have been issued to date: No. 2 contains a draft memorandum of association; No. 3 gives the conditions as to the payment of the grant by the Government; and No. 4 discusses the method of subscription to Research Associations.

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"All considerations point to the necessity for combination to this end. If the firms in an industry which are engaged in the production of similar articles, or alternatively if the firms in different industries which make use of the same or similar raw or semi-manufactured materials will combine to improve those articles or materials, the Department will contribute liberally to a joint fund for this purpose. The fund for each industry will be expended by a Committee or Board appointed by the contributing firms in that industry, and the results obtained will be available for the benefit of the contributing firms.

"The Department realizes that there will be many difficulties in the way. Some industries are more homogeneous in character than others and could therefore agree more easily on the lines of investigation to be followed. Some industries are from their nature only interested in research because they are users of certain materials which are susceptible of improvement, and these materials are also used by other industries. In some cases, accordingly, it may be possible to establish a Research Association for a whole industry, in others only a section may usefully combine, while in still other cases the most likely line of advance may be found in an association of firms in a number of industries which happen to use the same materials. It appears to be certain, however, from these considerations that some firms will wish to belong to more than one combination for research purposes, and that if wasteful effort is to be avoided, every possible means must be used to encourage cooperation between different research organizations as well as between the several firms within the same organization.

"But this will not exhaust the problems ahead. Some firms in an industry will be in a better position to make profitable use of the results of research than others. All firms in an industry are not equally alive to the possibility of improvement, and each individual firm has its own views as regards the measure of the advantage to be obtained from research work in its particular branch of industry.

"All firms invited to join such an organization as is contemplated are likely to ask themselves what they are going to get out of it. They would not be efficient businesses if they did not. The answer to this question ought to give an outline sketch of the way in which such an industrial research organization would work. The means and method of its establishment will be described in later paragraphs

"It is anticipated that each firm subscribing to a research organization will have the following privileges:

(1) It will receive a regular service of summarized technical information which will keep it abreast of the technical developments in the industry at home and abroad. To do as much for itself any firm would have to employ more than one man on its staff reading and translating the technical press

(2) It will be able to obtain a translated copy of any foreign article in which it may be specially interested and to which its attention will have been drawn by the periodical bulletin.

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(3) It will have the right to put technical questions and to have them answered as fully as possible within the scope of the research organization and its allied associations.

(4) It will have the right to recommend specific subjects for research, and if the Committee or Board of the research organization of that industry consider the recommendation of sufficient general interest and importance, the research will be carried out without further cost to the firm making the recommendation, and the results will be available to all the firms in the organization.

(5) It will have the right to the use of any patents or secret processes resulting from all researches undertaken either without payment for licences, or at any rate on only nominal payment as compared with firms outside the organization.

(6) It will have the right to ask for a specific piece of research to be undertaken for its sole benefit at cost price, and, if the governing Committee or Board approve, the research will be undertaken.

"It will be realized that no firm outside the organization will have any of these rights. The documents and bulletins available for members of the organization will not be published unless the controlling committee of the organization decide that they shall be.

"The method of assessing the subscription of each firm will have to be determined in negotiation with each industry or section of an industry which may agree to combine for the purposes of research, but the intention is that firms should contribute on a basis proportionate to their size. Thus the small firm will contribute less than the large firm, yet it will have the same privileges, though as a rule it will not in the nature of the case have the same facilities for exploiting the results of research. On the other hand the small firm will be more likely to use the benefits offered under heads (3) and (6) than the large firm.

"The Government contribution will be promised for a period of years to be agreed upon, not exceeding five, though it may be extended if funds are available and the condition of the industry calls for further aid. The contribution will be made in the anticipation that when the new organizations are once fairly launched on their career the need for direct State assistance will disappear, and British industry will be as self-sufficing in the field of industrial research as it has proved itself to be in other spheres of work."

The above paragraphs show the broad spirit in which the scheme has been conceived; the breadth of view of the Council is also evident in its remarks upon the constitution of the governing body or

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council of a trade Research Association. "It is obivous that capital, management and science must have suitable representation. But we believe further that greater success and a wider scope of action will be obtained if provision is made also for the inclusion of labor. In most cases only skilled labor will be concerned. We think it important, however, that the workers in an industry should be able to ascertain at first hand how science is applied to industry and how funds devoted to this purpose are expended, and that they should also be able to urge the importance of research which would result not so much in pecuniary gain as in the increased health and comfort of the workers. * * * * * * * * * * * * * * * *

We believe that (Joint Industrial) Councils[1] so constituted as to be able to discuss with knowledge ques tions affecting both employers and employed would, if they could be brought to work successfully, greatly help the formation and development of Trade Research Associations".

Nor is it only from this side that the usefulness of research to labor is recognized; for in the very remarkable report on reconstruction by the sub-committee of the British Labor Party[2], they write: "From the same source (surplus wealth) must come the greatly increased public provision that the Labor party will insist on being made for scientific investigation and original research, in every branch of knowledge, not to say also for the promotion of music,

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1) The establishment of which is advocated in the Interim Report of the Sub-Committee of the Reconstruction Committee on Relations between Employers and Employed (Cd.8606); who propose that such Councils should consider the following among other questions: Industrial research and the full utilization of its results; the provision of facilities for the full consideration and utilization of inventions and improvements designed by workpeople, and for the adequate safeguarding of the rights of the designers of such improvements; improvements of processes, machinery and organization and appropriate questions relating to management and the examination of industrial experiments, with special reference to cooperation in carrying new

2) See page 9

Continued on page 9

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literature and fine arts, which have been under capitalism so greatly neglected, and upon which, so the Labor Party holds, any real development of civilization fundamentally depends. * * * * * * * * * * * Especially in all the complexities of politics, in the still undeveloped science of society, the Labor party stands for increased study for the scientific investigation of each succeeding problem, for the deliberate organization of research, and for a much more rapid dissemination among the whole people of all the science that exists.*** What the Labor party stands for in all fields of life is, essentially democratic cooperation; and cooperation involves a common purpose which can be agreed to; a common plan which can be explained and discussed, and such a measure of success in the adaptation of means to ends as will ensure a common satisfaction." All of this reflects a very great change of attitude on the part of both capital and labor, a change which promises well for better relations between labor and capital and for improved conditions generally.

The plan of founding such a Research Association has been under consideration in several industries; the most substantial progress has been made by the cotton industry, a provisional committee of which has worked out a scheme of procedure in considerable detail. They are establishing the British Cotton Research Association that will include as members cotton spinning and thread making firms, manufacturers of cloth, lace and hosiery, bleachers, dyers, printers, and finishers; it will conduct researches which include the study of the cotton plant at one end and the "finishing" of the manufactured article at the other, and also encourage and improve the education of persons who are, or may be, engaged in the industry. They have

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ideas into effect and full consideration of the workpeople's point of view in relation to them.

Issued as a supplement to the New Republic of February 16, 1918.

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published a very interesting pamphlet [1] on "Scientific Research in Relation to Cotton and the Cotton Industry" in which a popular account of the matter is given. It would lead too far to go into this matter; but this report brings out one important point deserving of mention here--namely with respect to the cost of such research work to each member of the Association. On the basis that the Association would spend $250,000 a year on research work, it is shown that the cost to each member would be only about 10% of his fire insurance premium, 25% of the cost of health insurance, and about 20% of the cost of employers' liability insurance. In other words, the scientific and technical health of the industry can be insured at a very small cost. Indeed this is one of the best ways to look at the matter, namely that research is an insurance or an amortization of the relative depreciation of the art caused by advances by others and in other directions; and therefore that it is just as proper to consider expenditure on research to be a fixed charge as it is to include charges for insurance or for depreciation.

The foregoing sketch of the recent development of research, and particularly of cooperative research in Britain will give some indication of what has been achieved there; though perhaps the most noteworthy point is the changed attitude on the part of manufacturers towards science and education, for without such a change little could have been accomplished. May I add that the general conditions which confronted Britain will soon confront us likewise, if indeed they are not already here; and suggest that their schemes be given careful consideration as being one means of securing greater efficiency in industry and greater economy in the use of our resources of men and materials.

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1. Copies obtainable from the Secretary, 108 Deansgate, Manchester; price ninepence.

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The Roxborough,
Ottawa, August 30, 1918.

Mr. John Johnston,
Secretary, National Research Council of the
Council of National Defence,
1023 Sixteenth Street,
Washington, D. C.

Dear Sir:

Mr. Mackenzie King would be interested in learning, as fully as may be possible by correspondence, of the work proposed or already being carried on by the Committee on Industrial Research of the National Research Council. If printed statements are available for distribution, showing, for instance, the program or policy to be followed, or if any reports have been issued on the work of the Committee, Mr. King would be grateful if you could arrange to have him supplied with copies.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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35568

NEW YORK OFFICE
THE ENGINEERING FOUNDATION
33 WEST THIRTY-NINTH STREET

NATIONAL RESEARCH COUNCIL
ACTING AS THE
DEPARTMENT OF SCIENCE AND RESEARCH
OF THE
COUNCIL OF NATIONAL DEFENSE

WASHINGTON OFFICE
1023 SIXTEENTH STREET

Washington, D. C.
September 4, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Dear Sir:

In reply to your inquiry of August 30, I may say that the Section on Industrial Research has hitherto published practically nothing, but that we are planning to get out a series of bulletins dealing with various phases of the general question of industrial research, and shall be very glad to forward copies of them to you as issued. We have a number of more or less definite plans under consideration but so far discussion of these has progressed very slowly owing to the absorption of most of our members in war work at the present time. I enclose a copy of a very brief memorandum which was prepared some time ago, and direct your attention to a discussion on "Cooperation in Industrial Research" which was held at the meeting of the American Society for Testing Materials at Atlantic City in June, 1918, a report of which will soon be published in the Proceedings of the Society.

Yours very truly,

John Johnston

Secretary.

JJ/fhd

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35569

MEMORANDUM
ON THE
INDUSTRIAL RESEARCH SECTION

One of the most striking consequences of the war is the increasing general realization of the primary importance of scientific research to the whole question of national defense as well as to the successful prosecution of industry and the greatest measure of economy of resources after the war. The necessity of research work as the only means of solving many military and industrial problems raised by the war was realized by the British who, despite the stress of war, have adopted a comprehensive scheme, under the supervision of a special committee of the Privy Council to which Parliament has voted a sum of one million sterling. This fact in itself shows the importance which the British now attach to the organization and prosecution of industrial research; and action in the same general direction has already been taken by France, Australia, Canada, and New Zealand, not to mention Germany, which has long been awake to this need. Impressed by the paramount importance of promoting the application of science to industry in this country, the National Research Council has taken up the question of the organization of industrial research; it believes that this matter should be furthered in every way possible and as rapidly as may be for the following reasons. In the first place, because of the necessity for rapid technical advance in many industries if we are to compete successfully with other nations both now and after the war; secondly, because any steps taken in this direction will react immediately to further the general appreciation of science and of its usefulness when applied; thirdly, because the present time is conducive to the growth of new ideas--indeed such a favorable opportunity may not recur.

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Accordingly the National Research Council has inaugurated an Industrial Research Section, which shall consider the best methods of achieving such organization of research within an industry, or group of related industries (e.g. industries using the same raw materials, or with similar waste products). It considers that cooperation between capital, labor, science, and management constitutes the best general means of financing and directing the extended laboratory investigations and the large scale experimental and developmental work required for adequate industrial research. In pursuance of this general plan, it proposes to establish an Advisory Committee, composed of strong men with the imagination to foresee the general benefits which would certainly follow from the further progress of science and from a more general and more thorough application of science to industry.

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35571

The Roxborough,
Ottawa, September 7, 1918.

Mr. John Johnston,
Secretary, National Research Council of the
Council of National Defense,
1023 Sixteenth Street,
Washington, D. C.

Dear Sir:

Your letter of the 4th instant addressed to Mr. Mackenzie King has been received here in Mr. King's absence from the city.

I am sending this communication on to Mr. King, who will be pleased to have the report which your letter and its enclosure contain of the work of the Section on Industrial Research. On Mr. King's behalf, may I thank you for your kindness in responding to this request, and particularly for your promise to forward copies of the series of bulletins dealing with various questions of industrial research which are soon to be issued.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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FORM 1 T.W.

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

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MCKENZIE KING

CARE THE ROXBOROUGH OTTAWA ONT

NATIONAL SAFETY COUNCIL A NON PROFIT COOPERATIVE ASSOCIATION OF THIRT -Y HUNDRED AMERICAN AND CANADIAN INDUSTRIES IS PLANNING ITS SEVENTH ANNUAL CONGRESS AT STLOUIS SEPT SIXTEENTH TO TWENTIETH INCLUSIVE THERE WILL BE ONE HUNDRED AND SIXTY FIVE SPEAKERS ON PROGRAMM INCLUDING MANY EXPERTS AND GOVERNMENTAL REPRESENTATIVES AS WELL AS CHARLES M SCHWAB SECRETARY FRANKLIN K LANE AND HARRY A WHEELER WASHINGTON CORDIALLY INVITE YOU TO MAKE ADDRESS FOLLOWING MR SCHWAB AT THE PRINCIPAL MEETING OF THIS CONGRESS MONDAY AFTERNOON SEPT SIXTEENTH

W. L. Mackenzie-King Papers

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FORM 1 T.W.

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

35573

GREAT NORTH WESTERN TELEGRAM

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

2/18 N R KING CHICAGO

ON SUBJECT OF " THE PERSONNEL PROBLEM IN INDUSTRY " OR SUBJECT OF SIMLIAR IMPORTANCE REPRESENTATIVE FROM ALL PARTS OF OUR COUNTRIES WILL ATTEND THIS CONGRESS IT WILL BE A BIG RALLY TO SHOW THE CONNECT -ION BETWEEN CONSERVING THE LIVES AND HEALTH OF WORKMEN TO HELP PRODUCE MATERIALS TO WIN THE WAR WOULD GREATLY APPRECIATE YOUR COOPERATION FROM A PATRIOTIC STAND POINT PLEASE TELEGRAPH YOUR REPLY AT OUR EXPENSE W H CAMERON

140 AM 24

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N.L. 2

NIGHT LETTER

The Great North Western Telegraph Company of Canada.

Exclusive connection with the
WESTERN UNION TELEGRAPH CO.

Z. A. LASH, PRESIDENT

Cable Service
to all the world

GEO. D. PERRY, GENERAL MANAGER

Receiver's No.	Time Filed	Check

SEND the following NIGHT LETTER subject to the terms printed on the back hereof, which are hereby agreed to

Ottawa, August 24, 1918.

Mr. W. H. Cameron,
National Safety Council,
Chicago, Illinois.

Would gladly accept invitation extended by you, but September engagements make this quite impossible. Am exceedingly sorry.

W. L. Mackenzie King.

COLLECT.

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CANADA

35575

THE NATIONAL SOCIAL UNIT ORGANIZATION

TELEPHONES
WEST 4365
" 4366

1820 FREEMAN AVENUE., CINCINNATI, OHIO

OCCUPATIONAL COUNCIL

Accountants: ARTHUR YOUNG, New York
Business Men: THOMAS L. CHADBOURNE, Washington
Children's Work: C. C. CARSTENS, Boston
Health: DR. S. S. GOLDWATER, New York
Housing: JOHN IHLDER, Philadelphia
Medical Profession: DR. FRANKLIN H. MARTIN, Chicago
Neighborhood Organization: JOHN L. ELLIOTT, New York
Nursing: MISS ELLA PHILLIPS CRANDALL, New York
Recreation: ROWLAND HAYNES, New York
Relief: PORTER R. LEE, New York
Statistics: R. E. CHADDOCK, New York
Trade Unionists: JOHN P. FREY, Cincinnati
Executive: COURTENAY DINWIDDIE, Cincinnati

CITIZENS COUNCIL

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ROBERT P. BASS, Washington
DR. JOHN M. BEFFEL, Milwaukee
ROBERT S. BINKERD, New York
WILLIAM F. COCHRAN, Baltimore
GEORGE W. COLEMAN, Boston
MISS MARY E. CONVERSE, Philadelphia
HERBERT CROLY, New York
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RAYMOND FOSDICK, Washington
FELIX FRANKFURTER, Washington
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MISS MARY GWYNN, Washington
EDMUND N. HUYCK, Albany
MISS ISABEL F. HYAMS, Dorchester
DR. GEORGE M. KOBER, Washington
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MRS. HELEN HARTLEY JENKINS, New York
JAMES LEES LAIDLAW, New York
MISS ALICE LEE, San Diego
ADOLPH LEWISOHN, New York
WILLIAM LOEB, JR., New York
THE REV. J. HOWARD MELISH, Brooklyn
MRS. HENRY OLLESHEIMER, New York
MRS. HENRY C. PERKINS, Washington
MISS VIRGINIA POTTER, New York
MRS. WILLIAM LOWELL PUTNAM, Boston
MRS. HENRY T. RAINEY, Carrollton, Ill.
PROFESSOR E. R. A. SELIGMAN, New York
JOHN SPARGO, Bennington, Vt.
CHARLES STELZLE, New York
HENRY G. STEVENS, Detroit.
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E. M. WILLIAMS, Cleveland
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Executive: MRS. CHARLES L. TIFFANY, New York

GENERAL COUNCIL

Honorary Executive: GIFFORD PINCHOT
Executives: ELSIE LAG.C. PHILLIPS, WILBUR C. PHILLIPS
Treasurer: THOMAS L. CHADBOURNE
Comptroller: ARTHUR YOUNG

August 7, 1918.

Mr. McKenzie King.
Rockefeller Foundation,
61 Broadway St.
New York, N. Y.

Dear Sir:

Some weeks ago I came to Cincinnati, at the request of the executive of the National Citizens Council and a group of socially minded women in New York City and elsewhere, to study the social unit plan of community organization in operation here, with a view to helping obtain wider national interest in the experiment. My relation with the organization has so fired me with enthusiasm for its achievements and possibilities, that I am taking this opportunity to write to all of the "thinking members" of the organization, and ask them to think with me upon one particular problem.

National interest in the social unit plan has been growing by leaps and bounds. It is unique. A territory of 15,000 people is being used as a national social laboratory, in which, through a democratic organization, the most perplexing problems of the modern community are being worked out, in a scientific way. The experiment started under the most happy circumstances, and has the backing and advice of the leading social experts in the country.. It is bound to contribute vitally to innumerable questions. Dr. Rêné Sand, a distinguished member of the Belgian Mission, who is in America studying social organizations with a view to reconstruction in his own country after the war, recently pronounced the Social Unit to be, in his estimation, the "most significant movement from the standpoint of reconstruction in America."

PURPOSE—To hasten the coming of a democracy, both genuine and efficient, by building up on a basis of population units an organization through which the people can get a clear idea of their common needs and can utilize the technical knowledge of skilled groups in formulating and carrying out programs to meet those needs.

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Naturally, there are hundreds of people who want to be kept in touch with the work; who, unable to study it at first hand, as is my good fortune, want to receive reports, bulletins, etc., and follow it closely. The result is that our mailing list is growing in an encouraging, and at the same time appalling manner - appalling, because we are going way over our budget for printing, postage and publishing. You realize how postage, paper, and labor have gone up and will understand this I am sure.

It seems to us that the only solution of this problem is to charge a fee, which will enable our thinking members to contribute to at least this part of our work, and more if they desire. This will enable us to get out a more satisfactory and comprehensive information service than we have so far been able to do.

There is no doubt in my mind that there are at least five thousand people in the United States, so keenly and intelligently alive to movements of social significance that they would be willing to do this.

The plan we have in mind is to charge a fee of two dollars -- permitting those who wish to do so to give more, of course. In return for this, we will issue at least six bulletins, and possibly more during each year, of uniform composition so that all may be bound. They will be free from advertising, and descriptive of every phase of the experiment. Such a series would present a valuable and minute history of the plan, which could be kept for future use. If this could be done, it would solve our problem of publicity expense which is at present distressing us sorely.

I am therefore writing to you to get your opinion on the feasibility of this plan. If you would be willing to become such a "contributing member" in return for such an information service, will you not let us know on the enclosed card? We are depending on our friends!

With best wishes,

Sincerely yours,

Dorothy Thompson

Representing the National Citizens Council

DT/EW
1 Enc.

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THE NATIONAL SOCIAL UNIT ORGANIZATION
1820 FREEMAN AVENUE, CINCINNATI, OHIO

TELEPHONES
WEST 4865
" 4866

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Relief: PORTER R. LEE, New York
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CHARLES STELZLE, New York
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Treasurer: THOMAS L. CHADBOURNE
Comptroller: ARTHUR YOUNG

October 26, 1918

Mr. M. D. Mackenzie King
The Marborough
Ottawa, Canada

My dear Mr. King:

The poll which we recently took among the people on our Social Unit mailing list, regarding the establishment of a contributing membership as a means of supporting the publicity department and making it possible to secure wider interest in the work which is being done in this district, has met a ready response.

We have determined on a minimum fee of two dollars, in return for which we will issue a bi-monthly bulletin on the work, these bulletins to be uniformly printed and to represent one complete, cumulative history of the experiment. From time to time we shall also issue reprints and reports, so that we may keep our contributing members thoroughly informed on the progress of the experiment.

You were so kind as to say that you would become a contributing member, in case such a membership were established. We have put you on our list of contributors and will be glad to receive from you a check for two dollars or for any larger sum you may wish to subscribe.

With best wishes,

Sincerely yours,
Dorothy Thompson

Representing the National Citizens Council

DT/AG

PURPOSE—To hasten the coming of a democracy both genuine and efficient, by building upon a basis of population units an organization through which the people can get a clear idea of their common needs and can utilize the technical knowledge of skilled groups in formulating and carrying out programs to meet those needs.

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THE UNIT PLAN
A National Experiment in Democracy

"The world must be made safe for democracy."

Woodrow Wilson

CINCINNATI SOCIAL UNIT ORGANIZATION
1820 FREEMAN AVENUE
TELEPHONES: WEST 4365-4366

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35579

From a Soldier of Democracy

"Millions of us are engaged today in a struggle to secure democracy, yet we all know that democracy, even in the United States, is still at an uncertain stage in its development. Between revolutionists on the one hand and reactionaries on the other, many of us are 'up in the air' as to how the thing is going to work out.

I believe this social unit experiment is going to throw light on the whole situation. I believe it is going to give us an opportunity, right now while the war for democracy is on, to work out here in Cincinnati a method of organization which will go a long way towards giving us an answer to the things we seek. If that can be done, it will have an important influence on shaping public opinion when the war is won.

For that reason I want Cincinnati to back the social unit plan to the limit. If it is to be a success—and it will be a success if we stand by—it will be a mighty big thing for this city and the United States."

COLONEL F. W. GALBRAITH, JR.
Ex-Pres., Cincinnati Business Men's Club.

Purpose of the Unit Plan

To hasten the coming of a democracy, both genuine and efficient, by building up on a basis of population units an organization through which the people can get a clear idea of their common needs and can utilize the technical knowledge of skilled groups in formulating and carrying out programs to meet those needs.

Cincinnati Social Unit Organization

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A National Experiment In Democracy

While American lives are being given to make the world safe for democracy, a national experiment in attaining the ideals of democracy is being carried out right here in Cincinnati.

This experiment is known as "The Social Unit Plan." Its purpose is to determine how far it may be possible to meet the social needs of the people efficiently, through democratic organization by neighborhoods and by groups.

Why Cincinnati Was Chosen

The Unit Plan is being carried out in our own city, for three reasons:

(1) Because Cincinnati is the most typically American city in the United States. (2) Because it is located in the heart of the most thickly populated section of the greatest Republic in the world. (3) Because among 16 cities which presented their claims it evinced the most remarkable evidence of civic co-operation and enterprise.

"The world must be made safe for democracy"
Woodrow Wilson

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The Unit Plan

Importance Of The Plan The Unit Plan is not merely a local experiment. It is a City Plan that is being watched with interest all over the United States. After the war, if this plan succeeds, cities in all parts of the world will turn to the Queen City for guidance and inspiration along lines of social organization.

The Plan Is Yours This plan for the whole city is one for all its citizens. This means that *you* will wish to know about it, to approve or criticise it, to watch its developments, and to pass judgment on its results.

Money Is Not Asked The Unit Plan, at present, does not require money support. Already $90,000 has been pledged by public-spirited citizens of other cities, and $45,000 by Cincinnatians, for a three years' demonstration of the program.

A Thinking Membership Although the plan does not require your money, your good will and moral support are essential to its success. For that reason we want you as a member of

Cincinnati Social Unit Organization

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A National Experiment in Democracy

our organization—a thinking member. There are no dues. The only requirements are an intelligent, helpfully critical, sympathetic interest in the experiment, and aid and support in bringing the knowledge of it to all citizens.

Meetings Regular meetings, to discuss the principles of the plan and its developments, will be held. Each member will receive a membership card and invitations to all meetings. Members only will have the privilege of voting.

Information Service In addition to these meetings, an information service will keep you posted through brief letters, newspaper clippings, bulletins, etc. If this service is a success, but proves too great an expense, members who wish it continued to them may be given an opportunity of contributing voluntarily a sum, probably not to exceed 75c a year, to pay the bare cost.

Be A Pioneer All members who join before Dec. 31, 1918, the end of the first year of district work, will be listed as Charter Members.

Cincinnati Social Unit Organization.

"The world must be made safe for democracy"
Woodrow Wilson

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The Unit Plan

Comments on—

"I am of the opinion that the Social Unit plan is the most promising which has been devised for an intelligent, co-operative, non-controversial participation by the people in the affairs of local government. The plan provides for the participation in civic affairs and social service upon a basis which has been impossible since the passing away of the former 'Town Meeting.'"

JOHN P. FREY, Editor,
International Iron Molders' Journal.

"The great advantage that I see in the Social Unit plan over other constructive plans for civic welfare, is because of the determination to require convincing proof of the soundness and wisdom of each policy before it is generally applied. It is proposed effectively to test not only each new method used by the results secured from it, but also the extent to which popular approval and support of each measure may be expected."

C. R. HEBBLE, Executive Secretary,
Cincinnati Chamber of Commerce.

Cincinnati Social Unit Organization

35584

A National Experiment in Democracy

—the Unit Program

"The Social Unit plan as presented by Mr. Phillips was most interesting. Its novelty and its foundation, viz., helping people to help themselves and encouraging independence, appealed to my reason, and this idea is one that in general I have long held. I have never been in sympathy with many of the forms of charity.

My own experience and observation convince me that the principles underlying the unit plan, now on its experimental trial, are sound and justify the people of Cincinnati in giving it hearty support. The possible scope of the plan, too, is very wide. If entirely successful it will answer many of the social questions now puzzling us."

C. L. HARRISON, Manager,
The Estate of L. B. Harrison.

"Its purpose, as I understand it, is to meet the unfilled social needs, first of mothers and babies and then of the whole community, through a method of organization by which every one, as a parent, a citizen, or a member of a professional or skilled group, may have a definite and effective part in studying common needs and working for the common good."

MRS. L. C. FILLMORE, President,
Cincinnati Federation of Mothers' Clubs.

"The world must be made safe for democracy"
Woodrow Wilson

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The Unit Plan

"The Social Unit movement is a social reform which reorganizes a community so that the human nature in each person who lives his earnest life in it shall have the least hindrances and the most abundant encouragements and that he shall be able to give on his part the best he is capable of for his own satisfaction and for the promotion of the common welfare."

RABBI LOUIS GROSSMANN,
Plum St. Temple, Cincinnati.

"*Resolved*, That this Convention heartily approves and commends the efforts that are being made in Cincinnati by the National Social Unit Organization in the Mohawk-Brighton Unit and which enjoys the hearty co-operation of both the large percentage of Catholics living in the district and the Catholic organizations of the city."

Adopted by American Federation of Catholic Societies, Kansas City, August, 1917.

"The Social Unit plan is a determined attempt to work out real democracy on a practical basis. As the supreme task of religious leaders is to make democracy an actual fact in the life of all the people, the churches look upon the Social Unit plan as a most praiseworthy effort and pledge to the workers their best aid to the end that 'Democracy may be made safe.'"

REV. FREDERICK L. FAGLEY, Executive Secretary,
Federation of Churches of Cincinnati and Vicinity.

Cincinnati Social Unit Organization

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A National Experiment in Democracy

Cincinnati Social Unit Organization

Occupational Council

Accountants,	R. J. BEAMAN.
Business Men,	F. W. GALBRAITH, JR.
City Council,	MICHAEL M. MULLEN.
City Departments,	JAMES O. WHITE.
Medical Profession,	J. H. LANDIS, M. D.
Nurses,	LAURA LOGAN.
Public Schools,	RANDALL J. CONDON.
Reporters,	ROE S. EASTMAN.
Social Workers,	C. M. BOOKMAN.
Statisticians,	C. R. HEBBLE.
Trade Unionists,	WM. PROUT.
Advertisers,	MYER LESSER.
Dentists,	SIDNEY J. RAUH, D.D.S.
Jewish Clergy,	RABBI LOUIS GROSSMANN.
Catholic Clergy,	REV. FRANCIS A. GRESSLE.
Protestant Clergy,	REV. FREDK. L. FLINCHPAUGH.

Executive: COURTENAY DINWIDDIE.

Citizens' Council

MRS. ERNEST ANDREWS,	Bond Hill.
MRS. H. BRENGELMAN,	Central Northwestern.
MRS. R. COCHNOWER,	College Hill.
MISS KATE GALLAGHER,	Riverside.
MRS. CHARLES GEISER,	Northside.
MRS. F. PFIESTER,	Fairmount.
MISS HAZEL HAMMEL,	Carthage.
MRS. CHRISTIAN L. LANG,	Mt. Washington.
MRS. LOUIS HARTMAN,	Central Northeastern.
MRS. M. G. HEINTZ,	Evanston.
MISS MARY HICKS,	Mohawk-Brighton.
MRS. F. HARTUNG,	Corryville.
MISS MARGARET MCGUFFEY,	East End
MISS EDITH R. ROGERS,	Walnut Hills (West).
MRS. A. E. MCGILLIARD,	Hartwell.
MRS. C. E. MACK,	Avondale.
MISS NATALIE DODD,	Mt. Auburn.
MRS. CHARLES MOCH,	Rose Hill.
MISS ELEANOR PATTERSON,	Tusculum.
MISS JENNIE PORTER,	Member-at-Large.
MRS. GEORGE REITER,	Pleasant Ridge.
MRS. GEORGE ROTERT,	Camp Washington.
MRS. EDWARD A. SCHAWE,	Clifton.
MRS. A. CLIFFORD SHINKLE,	East Walnut Hills.
MRS. A. L. WHITAKER,	Hyde Park.

Acting Executive: ELSIE LAG.C. PHILLIPS.
Secretary: MISS HAZEL HAMMEL.
Organizer: MISS JESSIE BOGEN.

General Council

Honorary Executive,	MAYOR GEORGE PUCHTA.
Executives,	WILBUR C. PHILLIPS. ELSIE LAG.C. PHILLIPS.
Assistant Executive,	HORNELL HART.
Treasurer,	F. W. GALBRAITH, JR.
Comptroller,	R. J. BEAMAN.
Secretary,	ROE S. EASTMAN.

"The world must be made safe for democracy"
Woodrow Wilson

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The Unit Plan in a Nutshell

The Unit Plan is an experiment in democracy.

It is being carried out in the Mohawk-Brighton District of Cincinnati (a social unit of 15,000 people), at the urgent request of the citizens of that neighborhood.

Advice and aid will be furnished by local, city-wide and national groups of doctors, nurses, social workers, etc., and by public officials. The aim will be:

(1) The development in blocks of from seventy-five to one hundred families each, of a democratic block organization through which people can study thoroughly their social needs—for medical care, good housing, recreation, employment, and the other essentials to wholesome living. The first problem studied will be health needs, beginning with the needs of mothers and babies.

(2) The development by groups, first of doctors, nurses and social workers and later in other fields, of a democratic group organization through which the skill and experience of experts may be utilized systematically in the making of plans to

satisfy the needs disclosed by the block organization.

(3) The joining of the people and the experts (the block organization and the group organization) in a central community organization for the entire neighborhood, so that the people can tell the experts what they want done and the experts can advise the people how to do it.

The effectiveness of this organization in studying and meeting the needs of the neighborhood constitutes the chief point in the experiment.

If the principles tried out in the Mohawk-Brighton District are found to be sound and desirable, they may be extended gradually to other districts of the city, without repeating the cost, mistakes and delay of experimentation.

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Do You Believe in Democracy?

Has democracy as yet attained its ideals in preventing poverty, poor health, bad housing, unemployment, and other forms of social distress?

What are the chief shortcomings of democracy today as you see them?

Can we secure a combination of greater democracy and greater efficiency to the end that people may know and solve their own social problems, with the full use of the best knowledge and highest skill of the community?

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35589

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November 20, 1918

Miss Dorothy Thompson,
The National Social Unit Organization,
1820 Freeman Avenue,
Cincinnati, Ohio.

Dear Madam:

Mr. W. L. Mackenzie King, of Ottawa, Canada, wishes me to acknowledge your communication of the 26th of October, and to send a Money Order for $2.00 in payment of membership fee to the National Social Unit Organization. Please find the Money Order enclosed.

Mr. King's permanent address is The Roxborough, Ottawa, Canada.

Yours very truly,

Private Secretary.

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The Roxborough,
Ottawa, July 6, 1918.

Mr. Frank P. Walsh,
Chairman, The National War Labor Board,
Washington, D. C.

Dear Mr. Walsh:

I am writing to ask if you would have the kindness to have me supplied with any information available for distribution respecting the inauguration of The National War Labor Board, and its proceedings up to the present time. I am especially anxious to obtain, if possible, three or four copies of the circular communication containing the President's Proclamation concerning the Board and its duties, and the Board's own statement of the principles which are to govern in adjusting disputes during the period of the War.

I have been following with very great interest what I have been able to learn of the work of the Board, through despatches appearing in the press. Some little time ago, I wrote the Department of Labor making a request somewhat similar to the one I am making to you, but evidently my letter has failed to reach the proper channel, as I have thus far failed to receive an acknowledgment.

I have been hoping that opportunity might be given me to visit Washington and confer with yourself and other

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members of the Board concerning its work. I may do so during August or September. Meanwhile, I am anxious to inform myself as fully as may be possible from printed sources, and shall much appreciate your co-operation in having me supplied with any available data.

Yours very truly,

W. L. MACKENZIE KING

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NATIONAL WAR LABOR BOARD
WASHINGTON

FRANK P. WALSH
JOINT-CHAIRMAN

July 11, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear Mr. King:

Your favor of the 6th inst. was duly received.

I enclose to you herewith six copies of official pamphlet containing the principles and policies, machinery of operation and code of procedure of the National War Labor Board.

Mr. Taft will be up in Canada on his vacation during the month of August, but I expect to be in Washington practically all of that month, and probably September. I will be glad to see you, if you come to Washington, and have instructed the Secretary to send you any available data that might be of use.

Yours very truly,

Frank P. Walsh

Pamphlets under separate cover.

Rec'd.

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The Roxborough,
Ottawa, July 24, 1918.

Mr. Frank P. Walsh,
Joint-Chairman, National War Labor Board,
Washington, D. C.

Dear Mr. Walsh:

I have received your letter of the 11th instant, in reply to my communication of the 6th.

I am greatly obliged to you for your kindness in sending me copies of the official pamphlet containing the principles and policies of the National War Labor Board. I am also obliged to you for having asked Mr. Lauck to forward me other documents of interest.

I am glad to know you are likely to be in Washington during September. I am looking forward to an opportunity, some time during that month, of a talk with you concerning the work of the National War Labor Board. I am following the Board's proceedings with the utmost interest.

Yours very truly,

W. L. MACKENZIE KING

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REPRESENTING EMPLOYERS
LOYALL A. OSBORNE
C. E. MICHAEL
W. H. VAN DERVOORT
B. L. WORDEN
F. C. HOOD

WILLIAM H. TAFT FRANK P. WALSH
JOINT CHAIRMEN

W. JETT LAUCK, SECRETARY

REPRESENTING LABOR
FRANK J. HAYES
WILLIAM L. HUTCHESON
THOMAS J. SAVAGE
VICTOR A. OLANDER
T. A. RICKERT

NATIONAL WAR LABOR BOARD
WASHINGTON

July 19, 1918.

My dear Sir:

At the request of one of our joint chairmen, Mr. Frank P. Walsh, I am enclosing herewith a pamphlet containing the principles upon which the War Labor Board is based, and the method of procedure adopted by the Board. If you would be interested in the decisions of the Board, or any other data which we have, I should be glad to have copies sent you.

Very truly yours,

W. Jett Lauck
Secretary.

Mr. W. D. Mackenzie King,
The Roxborough,
Ottawa, Canada

WJL/D

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EXECUTIVE OFFICE
CLINTON BUILDING, NEWARK
TEL. MARKET 107

December 12th, 1918.

Hon. W.L. McKenzie King,
The Roxboro,
Ottawa, Canada.

Dear Sir:

Your name has been given to us by Mr. H.F.J. Porter of New York City, who says that you have been instrumental in introducing democratic systems of organization in the Colorado Fuel & Iron Co., the Standard Oil Co., and others and we are calling a conference of representatives of all the organizations whose names we can get who have these methods installed in their organization. This conference is to be held at the Railway Club, 30 Church Street this city, Tuesday the 17th inst. at 12:30 P.M.

We should be very glad if you could find it convenient to attend this luncheon conference.

If you will send us the names of any of the companies whom you desire to have representatives present, we shall be very glad to see that they are invited.

Hoping that you will be able to attend, we remain

Very truly yours,

H R Heydon

Secretary.

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Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

It is agreed between the sender of the message on the face of this form and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of any unrepeated telegram, whether happening from negligence of its servants or otherwise or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate: and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

Correctness in the transmission and delivery of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding one thousand miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

Ottawa, December 16, 1918

Mr. H. R. Heydon,
Secretary, New Jersey State Chamber of Commerce,
Clinton Building,
Newark, New Jersey.

Your letter December twelfth just received.
Greatly regret inability to be present tomorrow's meeting.

W. L. Mackenzie King.

COLLECT

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The Roxborough,
Ottawa, December 16, 1916

Mr. H. R. Heydon,
Secretary, New Jersey State Chamber of Commerce,
Clinton Building,
Newark, New Jersey.

Dear Sir:

Your letter of the 12th instant, mentioning the conference to be held at the Railway Club, 30 Church Street, "this city", has just been received.

I much appreciate your kind thought in inviting me to be present at the gathering. Had it been possible for me to arrange my engagements so as to permit of this, I should very gladly have availed myself of the opportunity. Unfortunately, the time is now much too short to permit of an alterationof my plans so as to be present tomorrow.

The address on your letter is Clinton Building, Newark; but the mention of "the Railway Club, 30 Church Street, this city" inclines me to the opinion that the letter in all probability has been dictated in New York, and that the gathering may be there. I mention this only because of the wire which I am sending you to-day, and which I am addressing to the Clinton Building, Newarkx.

I much appreciate your kindness in inviting me to this gathering, and shall feel deeply obliged if, when you see Mr. Porter, you will express to him my thanks for his courtesy in mentioning my name to you in the connection in which he has.

Yours very truly,

W. L. MACKENZIE KING

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BUREAU OF MUNICIPAL RESEARCH

TRAINING SCHOOL FOR PUBLIC SERVICE

261 BROADWAY

NEW YORK CITY

TELEPHONE BARCLAY 5860

DIRECTOR
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GEORGE W. PERKINS
MORTIMER L. SCHIFF
EDWIN R. A. SELIGMAN
ALBERT SHAW

SAMUEL McCUNE LINDSAY, SECRETARY

November 14, 1918.

McKenzie King, Esq.,
Rockefeller Foundation,
No. 61 Broadway,
New York City.

My dear Mr. King:

I am cooperating here at No. 261 Broadway in the city, with the National Government and the New York Bureau of Municipal Research, in directing one of the Government's War Emergency courses in training employment managers. I have heard quite a bit about the good work that you are doing along the lines of bringing the employer and the laborer together in the Rockefeller interests. I know about your good work in Canada, and remember hearing you discuss your work one night before an audience in Boston some winters ago. I am wondering if you would not like to tell our group of employment managers what you are doing along the lines indicated above. I am sure we should all appreciate such a service very much, and it is a strangely inspiring group to work with. The course is very intensive, and the people are very earnest in their endeavors to get all they can from it. If you would care to have me do so, I will try to make an appointment with you. I should like to have you appear before the class about the first week in December. If you will do this, I will be very glad to hear from you, and a little later work out a plan that will be mutually agreeable.

Thanking you, I am,

Very sincerely yours,

N. C. Metcalf

Director, War Emergency Course on Employment Management.

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Denver, Colo.

December 1, 1918

Mr. H. C. Metcalf,
Director, War Emergency Course on Employment Management,
Bureau of Municipal Research,
261 Broadway,
New York.

My dear Mr. Metcalf:

Your letter of November 14 was forwarded from the Rockefeller Foundation to me at Ottawa. Having left Ottawa before it was received there, to take up some work on which I have been engaged here for the last two or three weeks, its receipt was considerably delayed. I am sorry not to have been able to send you an immediate acknowledgment.

I appreciate very much the invitation your letter extends to speak to Employment Managers in connection with the course you are directing in New York. The time mentioned in your letter: namely, the first week in December, is of course now wholly out of the question. I doubt, however, if it would be possible for me to arrange for another date between now and the end of the year. I expect to leave Denver on Tuesday, but have engagements in Chicago, and one or two other cities between there and Ottawa, which will take up most of my time until Christmas week. There is then a possibility that I may leave for the Old Country, to spend the next few months in study of what is being done in the way of reconstruction there.

Under the circumstances, I fear I shall have to forego altogether the opportunity your letter would seem to afford; though I very much regret this, as I should like to have had the opportunity of meeting with the men in your course, and also the advantage of an exchange of ideas with yourself. I shall watch for the first opportunity to call upon you when in New York

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Meanwhile, allow me to express my appreciation of the more than kind words of your letter and your generous thought of me.

Yours very sincerely,

W. L. MACKENZIE KING

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C O P Y..

THE NEW YORK STATE

FEDERATION OF LABOR

organized 1864

Affiliated with

THE AMERICAN FEDERATION OF LABOR

Office of

James P. Holland, President.

211 East 45th Street.

New York City, Dec. 23, 1918.

To Mr. Alfred E. Marling, President,
Mr. Charles T. Gwynne, Secretary, and the
Chamber of Commerce of the State of New York.
Gentlemen:-

The New York Evening World on Friday, December 13, informed the public that Edward D. Page, William Hamlin Childs, and William L. Saunders of your Committee on Industrial Problems and Relations, had reported certain preamble and resolutions dealing with industrial labor problems, which preamble and resolutions had been formally adopted by your membership.

This formal action of the Chamber of Commerce of New York gave answerable substance to public speeches and public writings which have recently emanated from distinguished representatives of the employing and distinguished representatives of the wage-earning elements of society.

These speeches and writings, crystallized in your formal recognition of existing industrial working condition inconsistencies and inequable conditions at both extremes of industrial activities, have arrested the attention of New York State Federation of Labor. The Federation submits that the questions involved are of sufficient importance to awaken the best thought that our whole citizenship may command for their equable solution, and I am prompted to exercise the authority vested in me as President of the New York State Federation of Labor to recommend the following to the Chamber of Commerce of the State of New York;

Nineteen hundred and nineteen years ago the Babe was born. This week the Christian peoples unite to reverently celebrate that sacred birth.

It is appropriate that at this first Christmas since finis was written on the final page of history's most hideous tragedy, men should search their souls to find wherein they have been remiss in moulding their lives according to the precepts of gentle Jesus of Nazareth.

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Our comrades are sailing homewardmfrom lands where they have "writ a fiery gospel in burnished rows of steel." Our comrades we say, but we do not mean our brothers of the Federation alone. We mean our comrades of both classes,- the wage-earning class and the capitalist class. W e use the term capitalist in no invidious sense. We grant that it is no less honorable to accumulate money by the sweat of one's brain than it is to do so by the sweat of one's brawn. The term is used for convenience.

Members of the wage-earning class, unorganized as well as organized wage-earners, and members of the capitalist class are buried side by side in European graves. They suffered together in the hospitals; we see rich and poor men on crutches in the streets of New York every day; the bones of wage-earners and wage payers have sukk together to the bottom of the seas.

The hour has struck at this Christmas season, the most significant Christmas since Anno Domini began, when the differences that divorced capital and labor, that bred hatred of class against class, should be scourged from all our hearts; that "Peace on Earth, Good Will Among Men" should cease to be a cant phrase and become instead a visible realization; that all races, creeds, and classes shall highly resolve tolerance, sympathy, magnanimity, justice must henceforth rule human affairs; that men living this Christmas season may truly repeat to one another, "Mine eyes have seen the glory of the coming of the Lord."

We pause for a moment to kneel prayerfully beside the graves of our American dead, then rise to welcome home the living heroes. Labor's heart is big enough to enfold the men who will resume work at desks as well as those who will return to the workshops. To the stay-at-homes who directed from their offices the manufacture of, and the stay-at-homes who wrought at the bench and forge the enginery of war we offer our homage. The speckless coat of the capitalist and the workers soiled overalls are entitled to no less respect than the khaki Pershing's legions wore. "There is glory enough for all."

Sons of capitalists giving willing obedience to the military orders of wage-earners in France who were their superior officers in the army, and wage-earner private soldiers rendering equal obedience to officer-capitalists; wives and daughters of wealth performing work of mercy in sisterhood with proletariat women, nor askingt the social status and banking references of those stricken ones to whom they ministered, did not dream that they were fomenting revolution at home. But they were.

The revolution has taken ~~bloodless~~ form, and it is bloodless except that labor's blood gushes hot in response to a new warmth of feeling manifested by capital toward labor. This feeling is manifested in public speeches and writings by individual capitalists, and finally it has taken answerable form in the resolutions adopted by ypur great organization of industrial captains, the Chamber of Commerce of the State of New York.

The Federation of L-abor of New York State hastens, through its duly authorized President, to make answer to the Chamber's resolutions as published in the New York Evening World, Friday, December 13, 1918. We note in the resolutioms

First, an acknowledgement that "Trade unions have maintained a patriotic attitude toward the war." Organized labor in return felicitates capital on the patriotic attitude it assumed."

Second, that "The trade unions will undoubtedly vigorously oppose any substantial reduction of wages from the levels now prevailing, at least until the cost of living has been materially reduced." The New York State Federation of Labor will vigorously oppose any reduction of wages, and the Federation believes that capital, in view of the dawn of the new era of men above money, has not the slightest intention of trying to reduce wages.

Third, that "Wage levels" - - - - are the highest ever known." We beg to respectfully differ with the Chamber, and invite a com-

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parison of the Chamber'z statistics with those of the Federation.

Fourth, that "They (the United States) are well prepared to - - - - take advantage of the world's demand for finished goods, machines and materials." We congratulate the employers of the country and the wage-earners too, on the promising outlook which means enhanced prosperity for all; higher profits for papital, higher wages for labor.

Fifth, that "To successfully carry out the destiny thus knocking at our gates we need capital - - - management - - - labor skilled and unskilled. Without these three factors finished commodities cannot be made at all; without their co-operation they cannot be made efficiently or economically." The Federation pledges its sacred honor to faithfully co-operate with capital in its efforts to put efficiently and economically made goods of American industry foremost in the world's markets, and help reap for capital the increased profits to which its risk and enterprise entitled it, and which it must have in order to pay labor its just rewards.

Sixth, that it (the Chamber) "Wishes to emphasize the fact that men, not abstract entities, are to be dealt with." The Federation rejoices that the Chamber takes this viewpoint, and on its part expresses the belief that employers are no longer to be regarded as granite images, but as human beings like ourselves, animated by the same human impulses, with hearts like ours, affections like ours, endowed to the same fundamental right to life, liberty and the pursuit of happiness that we acknowledge as the common heritage of all men.

Seventh, that the Chamber makes reference to the efforts of "revolutionary or anarchistic bodies to make capital out of labor disputes." The Federation respectfully calls the Chamber's attention to the revolutionary, anarchistic and inflammatory remarks of the president of a large national association of employers, recently uttered in a public speech, which remarks caused grave unrest in wage-earner circles as to the intentions of capital. Such individuals as the person referred to are fit companions to the sundicalists and I. W. W.'s whom the Chamber properly rebukes, even as Samuel Gompers, President of the American Federation of Labor, justly reprimanded in a speech at Laredo the mischief maker who has managed to fasten himself in a position as spokesman for capital. The Federation advises the Chamber that no syndicalists or I. W. W.'s are identified with organized labor.

Eighth, that "Debate, discussion and compromise - - - has adjusted the disputes - - - in a manner which is orderly, reasonable, just, and in the end satisfactory." There can be no divergence between the Chamber and the Federation on thiw splendid pronouncement. Debate, discussion, compromise are the rapiers of advanced thought. Bullets, clubs, bayonets are the weapons of the barbarians of yesteryear.

Ninth, that "Wage-earners as a class must be given an opportunity to count as men and women in the vital management of their industries in whatever position they may be qualified to count. This is the more necessary at this moment, since so many wage-earners will be returning from our active campaigns against the enemy, where men have counted as never before. These men will not be content to relapse to a position where they are only a number on a time sheet or a payroll. Nor is it right or just that they should be asked to do so." The Federation might exhaust the vocabularies of all languages and not express more forcefully than the fourteen words in the last sentence of the foregoing the metamorphosis that the attitude of capital towards labor has undergone.

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The Chamber favors certain shop council privileges concerning which the president of the Federation does not feel himself authorized to commit the membership of the Federation, but he is at liberty to express his personal opinion that there is nothing about them which would not be proper subject for that "debate, discussion and compromise" which has heretofore adjusted disputes "in a manner which is orderly, reasonable, just, and in the end satisfactory".

The Federation believes that principles such as those outlined generally in the Chamber's preamble and resolutions ennoble the men who formulate them, and draw together in bonds of amity individuals and interests that have heretofore unfortunately met upon terms not entirely free from hostility.

The Federation is of the opinion that the spoken thoughts of capital and labor exhibit such a momentous change in the minds of each toward the other, the time has come for a common sense getting together, not as capital seeking to grind labor down, nor as labor seeking to exploit capital, but finding a way in which each may be helpful to the other, of labor's might and capital's power being jointly used to make the world a better, safer and happier place for both to live in.

Therefore the President of the New York State Federation of Labor, on behalf of that organization, proposes to the Chamber of Commerce of the State of New York that each organization appoint a committee of three of its members who in joint meeting shall consider

How can labor and capital be helpful to each other;

The advisability of calling on all organizations and associations interested in the general capital-labor subject to select delegates to a statewide meeting where the perplexities of both employers and wage-earners may be fully considered, with the purpose of devising a plan for overcoming the difficulties which beset industry.

The Federation has no formulated solution to propose, but its belief is strong that the collective wisdom of delegates to a statewide joint session of capital and labor could not fail to produce beneficial results in the form of an agreement on united action.

Let us get together.

The Federation of Labor wishes the Chamber of Commerce a Merry Christmas and Happy New Year, with bounteous prosperity for itself, its individual members, and the industrial, financial and business interests of the whole land.

Respectfully,

(Signed) James P. Holland

President of New York State
Federation of Labor.

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35606

STATE OF NEW YORK

DEPARTMENT OF LABOR

OFFICE OF STATE INDUSTRIAL COMMISSION

CAPITOL, ALBANY

NEW YORK OFFICE, 230 FIFTH AVENUE

STATE INDUSTRIAL COMMISSION
JOHN MITCHELL, CHAIRMAN
EDWARD P. LYON
LOUIS WIARD
JAMES M. LYNCH
HENRY D. SAYER

WILLIAM S. COFFEY, SECRETARY

Albany, October 1, 1918.

Gentlemen:

The State Industrial Commission extends to you a cordial invitation to take part in the THIRD INDUSTRIAL SAFETY CONGRESS OF NEW YORK STATE IN SYRACUSE, N. Y., DECEMBER 2, 3, 4 and 5, 1918, TENTATIVE PROGRAM OF WHICH IS HEREWITH ATTACHED.

No more patriotic duty confronts the employer, employee and the public than to assist in winning the war by the reduction in the preventable accidents in industry and so increasing, preserving and conserving the man power of the Nation. This is the mission of the Industrial Safety Congress.

The Commission feels warranted in saying that the Third Safety Congress of New York State will be the most interesting and practical so far held, as will be seen from reading the tentative program.

Not only the Commissioners but the supervising and field inspectors of the Commission will be in attendance at the Congress so that the "Round Table Discussions" will be participated in not only by employers and employees but by the State men who make inspections and issue the orders.

We expect to profit by your experience. We feel sure of your co-operation but want to be assured of your personal participation in this Congress, and urge that you make your Syracuse reservations for December 2, 3, 4 and 5 at the earliest possible moment. If you propose to be an exhibitor in the Safety Show, get in touch with Commissioner Louis Wiard, 230 Fifth Avenue, New York City.

Please advise us as soon as possible the names of those who will represent your organization or corporation, so that the Commission may know how many identification badges to provide.

If you are an employer, come yourself and bring along your Superintendent, factory and shop foreman, your shop safety committees and some of your brightest employees. If you cannot be present, send the others specified in order that they and your entire plant may reap the educational and other benefits of this Safety Congress. One large corporation sent the three employees who presented the most valuable "safety suggestion" during October and November to the Congress of 1917 with time allowed and expenses all paid.

Yours respectfully,

THE STATE INDUSTRIAL COMMISSION.

THIRD NEW YORK STATE SAFETY CONGRESS AT HOTEL ONONDAGA,
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Tentative Program of New York State Industrial Safety Congress, Syracuse, N. Y., December 2, 3, 4 and 5, 1918

Congress Session in First Baptist Church Auditorium, Safety Exhibit in Hotel Onondaga Ball Room.

Morning Sessions open at 9.30 A. M.; Afternoon Sessions at 2 P. M.; Evening Sessions at 8 P. M.

Each Session will be preceded by a musical program.

MONDAY, DECEMBER 2, 2 P. M., OPENING DAY

Hon. James M. Lynch presiding.

Addresses by Hon. W. B. Wilson, United States Secretary of Labor; Charles M. Schwab, Director-General United States Emergency Fleet Corporation; Carleton Chase, President Associated Manufacturers and Merchants of New York State; James P. Holland, President New York State Federation of Labor: Hon. John B. Densmore, United States Ship Building Service.

MONDAY EVENING, DECEMBER 2

GENERAL TOPIC—"SAFETY OF WOMEN IN INDUSTRY"

Program in charge of Miss Mary Dreier of New York. Dr. Alice L. Hamilton of the United States Bureau of Labor Statistics has been invited to discuss "Health of Women in Munition Factories" and Mr. C. W. Carpenter, Works Manager of the Time Fuse Company of Dayton, Ohio, is to discuss "Safety of Women in Industry."

TUESDAY MORNING, DECEMBER 3

GENERAL TOPIC—"INDUSTRIAL GOOD HOUSEKEEPING"

Presiding Officer, Hon. Louis Wiard, New York State Industrial Commissioner.

Papers on "When, What and How to Inspect," "Maintenance and Repairs and Their Relations to Safety," "Cluttered Aisles and Panics." Topics tentatively assigned to John J. Heelan, Aetna Life Insurance Company, Chester C. Rausch, Assistant Director, American Museum of Safety; H. W. Forster, Independence Bureau, Philadelphia.

TUESDAY AFTERNOON, DECEMBER 3

GENERAL TOPIC—"SAFE PRACTICES IN THE SHOP"

Presided over by Hon. Edward P. Lyon, New York State Industrial Commissioner.

Addresses on "The Hazard of Defective Hand and Machine Tools," "Eye Protection and What It Means," "Machinery Layouts and Their Relation to Safety," by H. W. Dunbar of the Norton Company, Worcester, Mass.; Dr. H. L. Goodwin of the Merry Optical Company, Kansas City, Mo., and Willard C. Brinton, Efficiency Engineer of New York City.

TUESDAY EVENING, DECEMBER 3

GENERAL TOPIC—"WOMEN IN INDUSTRY"

Presiding officer, Miss Mary Dreier, New York City.

Addresses by Miss Mary Van Kleeck, director of the Women in Industry Bureau of the United States Department of Labor, and Dr. Edsell, Superintendent of the Massachusetts General Hospital, Boston, Mass.

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WEDNESDAY MORNING, DECEMBER 4

GENERAL TOPIC—"INFECTIONS"

Presiding officer, Hon. Henry D. Sayer, New York State Industrial Commissioner.

Addresses on: "Infections, Their Cause and Effect," Dr. L. A. Shoudy, Chief Surgeon, Bethlehem Steel Company, followed by discussion led by Dr. Raphael Lewy, Chief Medical Adviser of New York State Industrial Commission. "Infections, Their Cost in Time and Cash," W. F. Mowery, Liberty Mutual Insurance Company, Boston, Mass.

WEDNESDAY AFTERNOON, DECEMBER 4

GENERAL TOPIC—"REHABILITATION OF MAIMED WORKMEN"

Presiding officer, Hon. John Mitchell Chairman of New York State Industrial Commission.

Addresses on "Re-making of Men," by Dr. Harry W. Mock, Surgeon-General's Division of United States Army; "Fitting the Re-made Man to His Job," by Dr. C. A. Prosser of the Federal Committee for Vocational Guidance; "Who Should Bear the Cost of Rehabilitating Workmen?" by Mr. R. M. Little, Director of the American Museum of Safety.

WEDNESDAY EVENING, DECEMBER 4

GENERAL TOPIC—"REHABILITATING MEN"

Presiding officer, Dr. John B. Andrews, American Society for Labor Legislation.

Industrial Lecture: "Restoring the Usefulness of Military Cripples," presented through the kindness of the Red Cross Institute for Crippled and Disabled Men. Lecture by Douglass McMurtrie, Director of the Institute.

THURSDAY MORNING, DECEMBER 5

GENERAL TOPIC—"SAFETY ORGANIZATION"

Presiding officer, Dr. Leonard W. Hatch, Chief Statistician, New York State Industrial Commission.

Several speakers will report practical experience in handling the following problems connected with shop safety organization:

Functions of the Management.

The Foremen's Committee—Its Responsibilities and Duties.

The Workers' Committee—How Should Its Members Be Chosen? How Large Should It Be? Should It Represent Departments or the Plant? What Powers and Responsibilities Should It Have?

The Safety Supervisor—By Whom Should He Be Chosen? To Whom Should He Be Responsible? What Authority Should He Have?

Shop Safety Rules—Value of? How Discipline Violators of?

How Can the Industrial Commission Aid Employers in Furthering Safety Organization Work?

Speakers and attendants of the Convention will be asked to discuss these topics with special reference to the Standard Plan for Shop Safety Organization of the State Industrial Commission.

THURSDAY AFTERNOON, DECEMBER 5

GENERAL TOPIC—"INDUSTRY IN WAR TIME"

Presiding officer, Arthur H. Young, International Harvester Company, Chicago.

Principal Address on "Can We Afford to Compromise With Established Safety Standards in War Time?" by James L. Price, Federal Safety Engineer at Watervliet, N. Y., Arsenal. Ordnance Officers of the War Department and safety experts will lead the discussion on Mr. Price's address.

Opportunity for full and free discussion will be afforded on all the addresses scheduled for the Congress.

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35609 [1]

Letter from friend - Miss Elizabeth Yates
New Zealand
Yours
Elizabeth G. Yates.

Feb. 9th 1918.

Dear Mr. King.

I returned from a two days trip to New York to find your letter awaiting me. I therefore write now to say, once more, how very glad we shall be to welcome you here whenever business calls you to Boston, & it is pleasant to think it may be fairly soon. You shall have your own latch key so you may feel free of the house at any hour!

I can only hope our weather may

[4]

be clear how test to bear the inward heart's loneliness.

The news of your brother's return to comparitive health is indeed good, & I am thankful you have this greatest of satisfactions to compensate you for your generous sacrifices. Would your brother's work help a young girl, who, during her hosp. training to become a nurse, has most tragically broken down with tuberculosis, & must go for 3 or 4 years to Saranac? I should so gladly get it; & send it her, if you think it is for just such a case that it would help. If you would be so good as to merely reply to this question with a "yes" or "no" on a card I should be very grateful. Believe me always to every

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Love imparted - so for us we have had
a brutal winter, & our coal situation
in Boston is of the most serious.
Let me say again how deeply I
feel for you in your changed, & now so
solitary life. The outward loneliness
comes to everyone in course of time;
but such loneliness as is now your
special burden is peculiar to the
blessed relation you had with your
Mother, & is perhaps even too poignant
& sacred for the pen of a friend to
dwell on. Yet though one shrinks from
giving pain by dwelling upon a deep
sorrow, one shrinks perhaps still more
from leaving a friend in pitiful

loneliness without one word of
love, & sympathy which friend may
speak to friend at such a moment. I do indeed remember
you in prayer, & am so glad to
also remember what a blessed & beautiful
was the life you have
love among us, & how
was lasting & unique the loneliness of
I am glad to think of you in - it is all full of high faiths.
from friend & Counsellor you have with strength
& mitigate the solitude, even if it is of your choice

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35611 [1]

Feb. 17th. 1918.

Dear Mr. King.

I am slow in sending my thanks for the circular regarding your brother's book - though I might more truly say slow in writing them, for they were sent on the invisible wings of the wind at once! I am sending the book to the girl I write you of at once with every belief that it will help her -

[4]

evenings. I am often sorry you are not here. about to come in to a friendly meal & fire, & I hope the day will come soon for that before long - & perhaps when you do come it'll be pleasanter outside. We have had a bitter winter, & our coal shortage forces one to painful economies. I don't feel very cheerful about conditions just now - do you? There's too much talk of Peace in Washington, for one can't imagine a worthwhile Peace unless it's now clearly, & finally, won through strength of arms, terrible as it all is.

You can't want to write letters much after writing a book all day - & this requires no answer. I only could not accept all these very just testimonials to your brother's book without a word of admiration for your part of it, which is, after all, the whole! It would be very

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It's a tragic case of a girl, needing to support herself, breaking down in her training for a nurse, largely I fear, because she did not follow the rules laid down when entering the tuberculosis wards & took made part of her training. Oh, the pity of it! — If help comes to others through your brother's experience the thanks are primarily due to you, & I wish people could realize that. I think I think your brother deserved all the ready help you gave him, but one is rather jealous that the silently generous & self-sacrificing people should get recognition!

[3]

I hope you are not overtaxing your strength, but I daresay you'll get much enriched "spring" as the days go by. It makes anything very easy, & the help, without the daily sympathetic touch of friends, the days are rather full of drab. It is strange in a way how public affairs can be in one — much is said & written about sympathy, & we as a people, but after all the crux of the whole matter lies within ourselves, & its only then we know the real friends & the kind of real friends in Ottawa we can do something for you, & with them you can spend

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mean, it seems to me, if your friends
sat silently by, & didn't let you know &
realize, how much they honored you for the
help you gave, & the generous way you gave it.
We have many "talents" in this life to use
& turn over to the Lord with interest; & they
are of many kinds - you truly have not
failed Him, nor others. You are mighty
humble in regard to your own sacrifices, but
happily your friends don't need to be
humble for you!
If the spirit moves you to write do believe
in my sympathy & know how much touched
I should be if, even at this distance, I
could in any way help to lift the shadow
of loneliness from your heart - the pathos of
such loneliness is full of the significance
of devotion & sacrifice. Always warmly yours
E.G. Norton.

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[1]

19 Chestnut St. Boston.
March 10th 1918.

35614

Dear Mr. King.

This is but a line to say "How do you do", & I hope you are well & your work going easily, & being a relief to you. I wonder if you will be as glad as I shall be when this very long & hard winter is over, & nature springs to radiant life again? Sometimes such contrasts adds to the poignancy of sorrow, & it is easier to "carry on" in the greyness of bad weather than in the then seemingly unsympathetic quality of brilliant & gay sunshine. But here it seems as if we should never be done with cold & ice & snow, for today we are

[4]

Now I must stop this rambling letter which was merely meant to ask with interest & sympathy, how you were getting on in your lonely life, & if you were keeping well, & felt sufficiently cheerful even under a heavy load. The "how do you do" with which I began was not a mere phrase but the true question of one friend to another. I wish you were at Land to come in this stormy day & sit by the fire & talk over the war, etc. which is too big & tragic a matter to enter on in a letter. I hope you have good news of your brother.

Always very sincerely yours
E. G. Norton.

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struggling under a fresh mantle of heavy
snow & ice. It has its beauties, tel- Oh dear
me, I am tired of it-!
We had the Archbishop of York in Boston today.
He is doing splendid propaganda work, tel-
the truth is that- he does not read the
"masses" - & it's the "masses" mostly who need
to listen & learn the truth. England ought, &
I hope will, send some eminent- Roman- C.
over here who will come & counteract- the danger
& the preaching of our ignorant- & anti- British
Irish priesthood, who, in Boston, are led by a
thoroughly pro- German R.C. Cardinal. A
very remarkable French priest: Père Sabarel
is here telling of his work in the trenches with
the French. If you get a chance to hear him
don't- fail to do so- you would be greatly
moved & thrilled.
Did you read Otto Kahn's (the great- N.Y.

German banker) two speeches in the U.S. & the former of the
German text & made in Germany, in Germany & the very
shilling, & if I can get- copies I will send them to you.
Have you any relatives in the army in France, & are you & your
wife all that- remain? Do give me
Scotland? If no one can it adds a
burdens no English & enhances my
In anything mine than I do. I have
with cousins & friends in England
uncle & aunt all the end of
steal "the Red Plank" by which
don't- run up the mast- if many of
[3] If you [illegible] I shall be disappointed!!

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35616

WESTERN UNION TELEGRAPH COMPANY

Day Letter
~~Night Letter~~

Bethlehem, Pa., August 13, 1918.

Miss Elizabeth Norton,
19 Chestnut Street
Boston, Massachusetts.

Have learned with the deepest sorrow of Richard's death. Cannot express too deeply and sincerely my sympathy with yourself and your sisters. Shall write in a day or two. Meanwhile, please know that I share your feeling of loss in a very real measure.

W. L. Mackenzie King

Prepaid.

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[4]

even though the weight of missing the leader. To me it was as for one else - we had stood shoulder to shoulder through dark days in Lein from which he emerged in all the strength of his splendid gifts. He gave his best to the Allies in the days of our black + ignoble neutrality - the world knows how great that "test" was.

I know well that although you knew each other but briefly that Dick felt a very warm friendship for you which had he lived to return home would have ripened + meant much to him. - Thank you very gratefully for your words of true sympathy + faith which I also hold firmly by. The unseen world seems more alive now than this.

3561 [1]

I hope that you are resting
after your many weeks of
London work. We shall be in
Ottawa again by Nov.
1st. Love to see you.
Rideau Hall is ready for us
when we are.

Affectionately
Mackenzie King

Received your message
telegraphed me from
Edmonton. Kindest sympathy
in great sorrow. 29th.

Received your letter
yesterday. It was
very good of you to have telegraphed
+ I should surely have written ere
this to thank you for doing so had
I received it - but it never came!

Dick's death was in every way a
great shock to us. Had he fallen
during his three years of gallant-

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service of the actual front we must not
lose sight of the brilliant achievement in establishing a system of counter
service we admired so much in Paris
this were cast in such copies. Where
there armies exist displays links of
was striking down into a suddenness stat-
stroke should even those annual em-
bassies, it was in Paris surrounded by
men who were absolutely, + most of all faithful
devotion, to him - utterly prostrate was was
shown him, + we may well assume he looked
to nothing. It became unnecessary almost
immediately + his illness was so swift
it was merciful very brief. His wife since
his ambulance service was merged in the U.S.

army, was under the Navy Dept. + during his nine
months work he had already established a record of
brilliant achievement in establishing a system of counter
espionage in ~~France~~ Paris + on the west + south-west coast of
France. This is more or less private, + will not really be
known till after the war. It leaves a record of ability +
service we may well be proud of + his life closes on a

[3]

brilliant note of achievement. He bore an honoured
name - greatly has he crowned it. In the face of
the years of heroic sacrifice given so splendidly
by our Allies we hesitate to dwell on the personal
side of the loss. We does not mourn the sacrificial dead,

35619[7]

19 Chestnut St.
Dec. 18th 1918.

Dear Mr. King-

I had this envelope already addressd to you with a card inside for Xmas, when I received the copy of your new book. It is very good of you to send it to me, & I only regret that it looks very much above my level of comprehension! But even if such really proves to be the case it is none the less pleasant to receive it as a token of

[4]

there shall be no one at the head of the Govt. to treat with - it's just a ruse of Germany's to escape endemnities, I expect; & the Kaiser originally got rid of the way by way of fooling Wilson. It's a pity, tho' I don't feel any more trust in Wilson than I do in the Kaiser! —

I hope you have good news of your brother & his family. If you come down in this direction you will surely let us know. With every good wish for Xmas, & the New Year, believe me gratefully yours

Elizabeth G. Norton.

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[2]

friendship, so I thank you warmly
for the gift. You must be glad to
get such an important piece of work
done, & launched on the world there to
fulfill its mission of usefulness -
I wonder if reconstruction in
some of its many forms is
likely to carry you across to the
other side? The world talks a lot
about Peace but times don't feel
very peaceful as yet; & I some times
wonder whether they ever will be so
again in our days?!

[3]

I like your pet name for Wilson tho it seem to me he
has his great advantages
as his rival a little, for
much "work of the world" as a famous Feminist
that the ultra & diplomats - & Great Britain & France & not-
boyhood that "Peace should dictate all the terms - in
fact. It was Wilson's dictation, & his persist-
ence, by "Fourteen points" & "Peace without victory"
that won a hundred fold more than the armistice. May it not also
be in Wilson & say & would not that have
been the Kaiser, for remarks seems to take pains to

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whose national policy is unalterably pledged for the attainment of this noble cause, and I firmly believe, the national pass upon which the tread is ~~towards~~ (would ultimately lead to the same goal of consummation, as that of Canada's just as a thousand mountain passes all lead (Convulge) to the summit of Mt Fuji.

Being much cheered by your words of encouragement, I feel I must write to you to express my hearty appreciation.

Yours very truly

Y. Numano.

35621

CONSULATE GENERAL
OF JAPAN,
OTTAWA, CANADA.

Jan 17th 1918.

Dear Mr. Mackenzie King:—

Your very kind note of Jan. 13th is much appreciated by me. Although I feel rather diffident to accept in their entirety your very amiable and complimentary remarks at to the merit of my speech, especially of its delivery and choice of expressions and words, which, to say the least, had to be made in a tongue totally foreign to my own mother tongue, Yet I am very much consoled by your letter in being told that my underlying purposes in making the utterance have been appreciated by you — a statesman of broad international vistas like you.

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I feard that my poor knowledge of English as well as a certain amount of difficulty in putting my idea in proper expressions and forms might have obscured the primary objects I had in view. I desired to make it clear and to place it beyond the possibilities of any doubt, in so far as lies in my power, that Japan has been and will continue to be most faithful to her engagements with Great Britain and other Allies, not only in the present war, but also in all other international affairs. Her words of honour are as sure as a bond. I also desired to impress my friends with the necessity of mutually striving for a better understanding and better appreciation of each other, the East and the West. It seems to me, there can not be any providential reason why these two halves of human kind should quarrel forever. It is my sincere desire that the present war will pave the way for the inauguration of a new era of enlightenment, conciliation, toleration and mutual trust between these two types of civilization. They would be complementary to each other rather than contradictory. In this respect, I sincerely rejoice myself in finding in you a friend of broad responsive mind, eager to work for the common cause, if I am privileged to call you so. I have dedicated my entire life services, as a patriotic Japanese does, for the Empire of Japan,

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Carleton
Co. Bonaventure P.Q.

35623

This is to welcome you home again - I am sorry not to be in Ottawa in No 64 to do it in person, but as I hate to think of you arriving back with no welcome near at hand, I send a substitute I hope you have had a perfectly lovely time, & that you are coming back rested, and anxious to get at your book and finish it -
I missed you very much after you left. I hated it - I went several times into 63 to telephone as you had kindly told me to do, but the place looked so horrid there ale alone. that I always came out as fast as I could.
Did you even think of me at all?

we arrived down here without any mishaps - Both alive and my Mother proved splendid travellers (this time) but we have had rain and fairly cold weather since our arrival - and we have also had great tribulations in connection with the water pump in the house - It has caused us many a laugh. I will tell you ale about it when you come down here yourself. You will really come won't you? You don't know what great pleasure it would give me, and I know that you could manage it if you wished - I will give you a large room where there is heaps of space for me to put a large table for writing purposes. You could remain there as much as you pleased, or you could roam about & write your notes in the open. This scenery is sufficient to inspire a block of wood, so think what you would [illegible] (Not that I wish to insinuate that your head

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resembles the said block) But really one could not help but be inspired - and I never saw the place more beautiful than it is at present. I am sorry that I have not room for your secretary but if you bring him you could always find a room & board for him at the hotel. Do please come - It is the first thing that I have ever asked you to do for me - and I really want you - That is all I will say I leave the rest for you to decide I am sure you will simply love & adore it here and a line at any time will find me ready to meet you at the station - Just feel free & come when it suits you - Forget people, things, circumstances everything, & take a holiday. There are so many funny things happening here - I seem to possess an extra highly developed sense of humour which at times is rather embarassing - I truly keep all these drole happenings to tell you of when we meet. Perhaps you may not be amused.

Your sense of humour needs to be nursed into life - This place would prove a splendid nursery as for not but help to be amused. My sister & I went to High Mass today & as we were early we held up the walls outside the church for 20 minutes in company with a few other ladies!!! Then began a conversation between Florence asking each other if they had signed their cards. One said "I course not" another that she had been told to pack it away in a trunk & not to think of it again - I became interested & asked which cards they spoke - They told me the "Registration Cards" which meant that if they signed, the government would take them & creatures "like cattle & send them out west to work in the fields - and they really believed it would happen as soon as their cards reached Ottawa again Dutch Tyro! You must come to see them. It will be see me - I shall take and look after you & I am a splendid cook. so you will enjoy your meals. Lucerne is down here now. And with either Rose you back again later, he wants to run down when he can. I have so much to say, but it will have to keep. Welcome home again - Yrs Helping

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Carleton P.Q. 35625

P.S. Please do not consider it necessary to write to thank me for my invitation. I ask it because I realize it would be a welcome break.

It is perhaps a long journey to ask anyone to take, but once here, one is well repaid - Just wire me at any time, & we will meet you.

Lucien is here at present and needless to say is enjoying the change. He will be down again soon - so if you come we can all have good times together -

The weather is simply glorious. We are being repaid "with interest" for the bad weather we had at the beginning of the season. The bathing is a trifle colder

Since writing your last letter the days have been passing slowly, and the end of each days brings you nearer the accomplishment of your desire as regards your book. After such necessitated concentration of thought and feeling, you may perhaps need a thorough rest and change. Should you decide on such a course, rest assured that you would be most welcome here.

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but not sufficiently so, to make any difference to the enjoyment of the bath.

I am sorry that you intend going to England this autumn. We will miss you in Ottawa. "Selfish" - you will say. Perhaps so, but it is strange how, when one really considers one's feelings of joy or sorrow in connection with the joys or sorrows of one's neighbour how very often selfishness enters into us - and we see through eyes that first see ourselves -

You see instead of wish-

ing for all good things, I merely say how much I will miss you -

honest it be asking too a great deal, if I said how much I should appreciate a copy of your book. You might consider it wasted, but I should read it very carefully, and try to understand, at least some of it - I have thought of it for so long and been so interested, that I feel as if I had a little place in its heart somewhere.

Hoping to see you very soon down here, and that you will thoroughly enjoy the much needed rest. Yrs sincerely,

Helen Raeaud.

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Thetford Mines 35627
24 Feb. 1918.

Dear Mr. King.

I don't know whether there is anything in the Ottawa papers about making Lucien deputy Speaker, but the press around Quebec mentions it - The choice seems to lie between him & Boivin. You are on the scene of action in Ottawa. Do you think that there is any possible chance of it coming our way? Lucien seems to be doubtful whether or not Sir Wilfred would allow him to accept.

What do you think about it? Do please let me know. I do wish it would come true - as it would mean a great deal for us. I am the one who attends to the finances, and I would welcome the change it would bring.

Last year when we sold our house here, we lost a clear 8.000 dollars on it five of which was my money which I had put into the place.

With the present prices of living, my husband finds it necessary to dissolve his partnership in a law

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office here, because there is not sufficient to be made out of it. and intends going elsewhere to be in a position to make extra. This may be a danger to his seat in Megantic, but he will be obliged to take this risk - with sufficient extra to meet present day demands we would have our home again in Thetford and remain here outside of the session - a plan which would be safer. That is the reason I am so anxious about the success of this scheme. I was unfortunately brought up with everything I could desire and had not the slightest idea of housekeeping or the value of money. I married as you know right out of the schoolroom, and the results have not been very good. However I have really improved vastly during this last year & a half, and I have been obliged to go without things that I wanted, for the first time in my life - The lesson has done me good, but I don't care to prolongue the necessary chastisement and would welcome a change. I wish you would use your influence in our behalf if you can do so. but for Gods sake keep these particulars for yourself - Lucien is so terribly proud that he would slay me alive if he thought I had said anything or asked anybody anything. But I look on you as

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[5]

stand anything. but I wish look back
on these last 6 months as a night mare.
Thank goodness the spring is nearly
here.
I am afraid that I won't be in Ottawa
this year. I shall miss my visit tre-
mendously as that is the only time
during the whole year when I see
anyone to talk to. Down here we see
absolutely nobody. Have you ever
tried living in solitary confinement?
Well — it is like that.
We are going down to Carleton, Co.
Bonaventure for the Summer. It is a
beautiful place, but almost unknown

[4] 35629

a friend to whom I can speak without
being misunderstood. and I think that
you would do me a good turn if you
could.
We have had a terrible winter here. We
ran out of coal early in this new
year, and were not able to buy any
more here or in Quebec, so in consequence
we have suffered terribly. the thermom-
eter registering as low as 20 degrees
in the house — but thank God, Alvie
has remained well through it all.
As long as she was well, we could

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and very quiet. but I think of renting a furnished house there. so that we can have our home
25530 Comforts & cooking. and I will try to persuade some of my friends to come and spend their holidays with us.

If you could manage a week or ten days rest let me know. and we will be delighted to see you, and will take first class care of you. It would give me great pleasure to have you. My sister will be with me for the summer. I have persuaded her to postpone getting married until the autumn. because I really could not face the summer alone.

Aline has grown quite a lot. we often speak of you. She is such a dear wee mite and splendid Company. and we talk as if she was quite grown up. I somehow never realise that she is really a child & belongs to me. I hope I am not making her grow up too early but when one craves companionship, something must fill the gap. & so I add the weight of years on her head, and make it answer the purpose. I don't think my friends in Ottawa ever realise how much I miss them. With kindest regards to you Yours Helen Pacaud.

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35631

CANADIAN PACIFIC R'Y. CO.'S TELEGRAPH

FORM T.D.1 M

TELEGRAM

All Messages are received by this Company for transmission, subject to the terms and conditions printed on their Blank Form No. 2, which terms and conditions have been agreed to by the sender of the following message. This is an unrepeated message, and is delivered by request of the sender under these conditions.

J. McMILLAN, Manager Telegraphs, Montreal.

ZCRA L 14

CF QUEBEC Q JULY 11/18

HON S MACKENZIE KING

ROXBOROUGH APT OTTAWA

WHEN COULD I SEE YOU IN OTTAWA PERSONAL BUSINESS

ADDRESS GRANDE ALLEE APARTMENTS

QUEBEC

LUCIEN PACAUD

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35632

T.D. FORM 2 B

...ADIAN PACIFIC R'Y CO.'S TELEGRAPH

NIGHT LETTERGRAM

The Canadian Pacific R'y Co.'s Telegraph transmits and delivers this night lettergram subject to the terms and conditions printed on the back of this blank.

JAS. KENT, Manager Telegraphs

SENT NO.	SENT BY	RECEIVED BY	TIME SENT	TIME FILED	CHECK

Send the following night lettergram, without repeating, subject to the terms and conditions printed on the back hereof, which are hereby agreed to.

Ottawa, July 11, 1918.

Mr. Lucien Pacaud,
Grande Allee Apartments,
Quebec, Que.

Mr. Mackenzie King at summer home, finishing writing of book, manuscript of which is being called for by publishers. Expect this work will engage his attention on into august.

F. A. McGregor,
Secretary.

COLLECT
NIGHT LETTER

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35633

T. D. FORM 2 B

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Ottawa, July 12, 1918.

Mr. Lucien Pacaud,
Grande Allee Apartments,
Quebec, Que.

Mr. King has phoned me from his summer cottage at Kingsmere to say that he will be glad to see you there whenever convenient to you.

F. A. McGregor.

NIGHT LETTER
COLLECT

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to name me in London as representative of our Province. I would have accepted a salary of $4.000. This cannot be done at present.

Hoare of the C.N.R. kindly offered, through a mutual friend to try & get me a position.

I have not seen him personally but he requested that I should write him a letter which he could show to Carvell.

I feared this step before seeking advice, & thought of you.

This explains my voice —

Though fully bent upon it, I have decided not to write such a letter —

Quebec 35634
17 July 08

My dear Mr. King,

Just received your kind letter — I perfectly understood the mistake — You were really too thoughtful in sending me the quarters —

Thanks for your welcome too kindly extended to me.

I wanted to see you about a small matter. I have left Chelsfield & am on the look out for work.

Sir Wilfrid had agreed that I should drop my seat if his former Colleagues had consented

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there was therefore no more reason to distract you from your work. I do though highly appreciate the evidence of friendship which you have shown me. It prompts me to ask you if you have through your numerous friends & connections of anything that I could do, don't not forget me — I would drop politics willingly. If you came me way do not fail to reach Carleton.

Wishing you all success in your literary labors & a most enjoyable summer

Sincerely Yrs Lucien Lacoursière

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35638

SPECIAL 577

Bank of Montreal.

Ottawa. Ont March 30th 191 8.

Hon. W. L. Mackenzie King,
The Roxborough,
Ottawa.

Dear Mr. King,-

I am greatly obliged to you for sending me the two copies of your address on Industrial Peace, one of which I am sending on to our Manager in St. John's, Nfld, keeping the other for my own pleasure and profit.

I am,

Yours sincerely,

A. H. Parker

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The Roxborough,
Ottawa, May 13, 1918.

Mr. A. G. Parker,
Manager, The Bank of Montreal,
Ottawa.

Dear Sir:

Mr. Mackenzie King's absence from the city during the past fortnight has been responsible for the delay in sending you an additional copy of his address on "Industrial Peace", delivered in 1913.

By Mr. King's direction, I now enclose a copy of the address.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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SPECIAL 677

35638

Bank of Montreal.

Ottawa. Ont May 14th *191* 8.

F. A. McGregor, Esq.,
The Roxborough,
Ottawa.

Dear Sir:

I have to thank you, as well as Mr. King, for the extra copy of his address on Industrial Peace so kindly enclosed in your letter of the 13th instant.

Yours very truly,

A. Parker

Manager.

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Now that the women have been granted the franchise it behooves us to live up to something stronger than "pap". At a meeting held in Toronto recently, the speaker made the remark that "through lack of education of the people liberalism was prostituted". That statement might be well applied to the different Womens Libral Clubs. Had our political education not

322 Queen E. 35639

Hamilton May 12/ 1918

Dear Mr King

My excuse for bothering you again & demanding your attention, is that at the annual meeting of the Hamilton Womens Liberal Club held a couple of weeks ago I was appointed Corres. Sec.

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& as part of my duty is the securing
of speakers for the coming year. I am
venturing to write you to beg the
favor of an address at any time to
suit your convenience during the
fall & winter. The club was
organized in April 1914 & as war
was declared in Aug. upon the
request of Mr Rowell all ideas
of political work were abandoned,
& our time & attention given to patriotic
work & addresses along patriotic lines.
I may say, in passing, that a great
deal of work has been done by the
Club in sending comforts to the
Hamilton men in the trenches.
Notwithstanding this, our member-
ship is declining, & I feel that we
need "waking up" as it were

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deceiving it. looks as though there is a concentrated effort to break up the Liberal Party, so why allow it to be done, the people must be brought to realize that Sir Wilfrid is the one man to unite & uphold Canada in these days of stress & anxiety.

Trusting that you may be able to grant us this favor,

Very sincerely yours

Laura Ellis Petrie

(Mrs. H. Ll. Petrie)

been so neglected, had we used as a study & had addresses along the lines of the books "The Day of Sir Wilfrid Laurier" & "The Chronicles of Canada", "The Bilingual Question" as given by Prof. Geo. Wrong in "The New Era of Canada" etc etc. I am quite confident that the women would not have been stampeded

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into lining up behind this so-called "Union" government after an election campaign of the most un-scrupulous & dis-honorable that ever disgraced Canada. We are subscribers for the "Libral Monthly", which as the "Libral Weekly", together with the "Plays of Sir W. L." were as a tower of strength during those maddening days of Elec. to uphold one's confidence & trust in Sir Wilfrid. & the Men's Liberal Association there has given up its Club rooms, so am trying to agitate combined luncheons with good speakers as strong drawing cards, & am quite sure that if I may be allowed to use your name in connection with one it will prove a great success. If appearances are not-

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The Roxborough,
Ottawa, May 15, 1918.

Mrs. H. D. Petrie,
322 Queen Street,
Hamilton, Ontario.

My dear Mrs. Petrie:

I hesitate to decline definitely the invitation you have again so kindly extended to me, to address the Women's Liberal Club at Hamiltonatt some time during the fall or winter. I appreciate very much the compliment you pay me in renewing the invitation, and extending it so far in advance.

Until I see what developments may take place in the ensuing months, I am desirous of keeping free of all obligations. At the moment, I am more or less undecided as to my own future movements. Much will depend on circumstances as yet unforeseen.

It would be unwise for me to make any engagement just at present, but I shall very gladly keep your letter on file, and if, when the fall and winter season comes, I should find it possible and advisable to accept the invitation extended, you may be sure I shall avail myself of the privilege of writing you at once.

Thanking you again, and with kind regards, Believe me,

Yours very truly,

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W. L. PETRIKIN
DENVER, COLORADO

December 23, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear Mr. King:

I beg to acknowledge receipt of a copy of "Industry and Humanity", and hasten to tell you how very much I appreciate this courtesy. I am sure I shall find it interesting, and shall give myself the pleasure of reading it in the very near future.

Thanking you again, and with the Season's Greetings, believe me,

Sincerely yours,

W. L. Petrikin

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Dear Mr King
I have been in the City
for the past two weeks
and am returning to
Vancouver next week. I
would like very much
to call on you at your
convenience before returning - WP

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Chateau Laurier R5616342

John T. Phelan.

Vancouver. B.C.

Superintendent of
Government Telegraphs.

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The Roxborough,
Ottawa, March 22, 1918.

Mr. John T. Phelan,
Superintendent of Government Telegraphs,
Vancouver, B. C.

Dear Mr. Phelan:

By some oversight your card, sent me from the Chateau Laurier, was mislaid, and it was only the day before yesterday I cam across it. I went up to the Hotel immediately to call, and was sorry to find that you had left in the morning. I am very sorry, as I should much like to have had the pleasure of seeing you again, and to have heard from you of Mrs. Phelan and all the members of your family. Though it is a long time since I have seen any of you, I still retain happy memories of the hospitality I received in your home.

Again let me say how very sorry I am to have missed you while you were here.

With kindest regards to all, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

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2nd Vice-President: GEORGE W. COLEMAN, Boston.
Secretaries: WILBUR C. PHILLIPS, and ELSIE LaG.C. PHILLIPS.

THE NATIONAL SOCIAL UNIT ORGANIZATION

TELEPHONES,
WEST 4365
" 4366

1820 FREEMAN AVE., CINCINNATI, OHIO

OCCUPATIONAL COUNCIL:

Chairman: HENRY BRUÈRE, New York.
Vice-Chairman: DR. GEORGE M. KOBER, Washington.
Children's Work: C. C. CARSTENS, Boston.
Health: DR. S. S. GOLDWATER, New York.
Housing: JOHN IHLDER, Philadelphia.
Medical Profession: DR. FRANKLIN H. MARTIN, Chicago.
Neighborhood Organization: JOHN L. ELLIOTT, New York.
Nursing: MISS ELLA PHILLIPS CRANDALL, New York.
Recreation: ROWLAND HAYNES, New York.
Relief: PORTER R. LEE, New York.
Statistics: R. E. CHADDOCK, New York.

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ARTHUR M. ALLEN, Providence.
DR. JOHN M. BEFFEL, Milwaukee.
ROBERT S. BINKERD, New York.
HERBERT CROLY, New York.
MRS. WHITMAN CROSS, Washington.
CHARLES EDISON, South Orange.
WILLIAM F. COCHRAN, Baltimore.
MISS MARY E. CONVERSE, Philadelphia.
PROFESSOR FELIX FRANKFURTER, Cambridge.
MRS. DANIEL GUGGENHEIM, New York.
MISS MARY GWYNN, Washington.
MISS ISABEL F. HYAMS, Dorchester.
EDMUND N. HUYCK, Albany.
MRS. ALEXANDER KOHUT, New York.
MRS. HELEN HARTLEY JENKINS, New York.
JAMES LEES LAIDLAW, New York.
MISS ALICE LEE, San Diego.
ADOLPH LEWISOHN, New York.
WILLIAM LOEB, JR., New York.
THE REV. J. HOWARD MELISH, Brooklyn.
MRS. HENRY OLLESHEIMER, New York.
MRS. HENRY C. PERKINS, Washington.
MISS VIRGINIA POTTER, New York.
MRS. WILLIAM LOWELL PUTNAM, Boston.
MRS. HENRY T. RAINEY, Carrollton, Ill.
PROFESSOR E. R. A. SELIGMAN, New York.
JOHN SPARGO, Bennington, Vt.
CHARLES STELZLE, New York.
MISS HELEN PHELPS STOKES, New York.
E. M. WILLIAMS, Cleveland.
MRS. WILLARD STRAIGHT, New York.

January 9, 1918.

Mr. McKenzie King,
Reckefeller Foundation,
New York City.

Dear Mr. King:

The annual meeting of the National Social Unit Organization will be held at the Hotel McAlpin on Monday, January 28th, beginning with luncheon at one o'clock.

There will be but one session, in the afternoon. The program will consist of a presentation by the members of the Social Unit Staff, who are being brought on to New York especially for this purpose, of their experiences and progress in building up a democratic community organization, by population units and occupational groups, in the Mohawk-Brighton district of Cincinnati. Ample opportunity will be given for discussion, the whole attempt being to explain more fully the principles which lie behind the plan and the way those principles are working out in actual practice.

In advance of the meeting, we are making an attempt to increase our national membership. To this end, the enclosed bulletin and letter are being sent out. A "follow-up" letter, giving the program, will go out a few days later. A special contribution of five hundred dollars, received through Mrs. Tiffany, has been made, outside our budget, to cover the cost of this campaign. Eventually, we hope the "Information Service" will be self-supporting.

The bulletin was prepared by our council of advertising men, composed of eleven of the keenest advertising minds in the city. We think it is very effective.

Sincerely yours,

Wilbur C. Phillips

Secretary.

Encls.2

PURPOSE—To hasten the coming of a democracy, both genuine and efficient, by building up on a basis of population units an organization through which the people can get a clear idea of their common needs and can utilize the technical knowledge of skilled groups in formulating and carrying out programs to meet those needs.

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Annual Meeting

of the

National Social Unit Organization

Hotel McAlpin

THIRTY-FOURTH STREET AND BROADWAY

New York City

Monday, January 28, 1918

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35650

PROGRAM

A Democracy in the Making

I

LUNCHEON

12:45 o'clock, Blue Room

Gifford Pinchot, Retiring President, Presiding

"First Steps"—A Year's Review - { **Wilbur C. Phillips** / **Elsie LaG.C. Phillips** } General Executives

II

AFTERNOON SESSION

2:15 o'clock, Green Room

Mrs. Charles L. Tiffany
Vice-Executive of the General Council, Presiding

(Many friends doubted the possibility of securing a popular demand for the program from a neighborhood.)

1. **"A Competitive Invitation" - - Mary L. Hicks**

   Up to August 1st, Head of a Branch Library in the Mohawk-Brighton District, the district of Cincinnati wherein the 31 blocks constituting the Social Unit lie; now Executive of the District Citizens' Council.

(A very general query was: "Do such workers as you count on exist in every neighborhood? Even if they do, how are you going to find them?")

2. **"Mining a Neighborhood for Workers" - Jessie Bogen**

   The First (Block) Lady of the Land; now Secretary of the District Citizens' Council.

(Another doubt raised was: "Won't there be great difficulty in getting experienced public health nurses and inexperienced Block Workers to work together happily?")

3. **"A People's Health Station" - - Abbie Roberts**

   Up to December 1st, Organizer and Superintendent of Cincinnati Visiting Nurses' Association; Supervisor of Red Cross Town and Country Nursing Service; President of Cincinnati Graduate Nurses Association; now Executive of the District Nurses' Council.

DISCUSSION

(Will people Organize Occupationally on a District Basis?)

4. **"How the 'Groups' are Beginning to Function in a Neighborhood Democracy" - W. A. Evans**

   Up to November 1st, Vice-Principal of the most highly socialized school in Cincinnati and head of its largest Social Center, both in the Mohawk-Brighton District, the district of Cincinnati wherein the 31 blocks constituting the Social Unit lie; now Executive of the District Occupational Council.

(Others questioned the feasibility of winning the local doctors to acceptance of the program.)

5. **"Slow and Easy Does It" - A. G. Kreidler, M. D.**

   Former editor of the Lancet-Clinic and of the Cincinnati Medical News; now Executive of the District Medical Council.

(A basic part of the Unit Program is Functional Education in Civics and Sociology for the Whole Community, the Unit Headquarters being the School-House and the practical services offering the functional training.)

6. **"Community Self-Education" - Courtenay Dinwiddie**

   Superintendent of the Cincinnati Anti-Tuberculosis League; Executive of the Cincinnati Public Health Council and Executive of the Cincinnati Occupational Council of the Social Unit Organization.

DISCUSSION

7. **"Steering a World Drift" - Elsie LaG.C. Phillips**

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35651

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MISS MARY GWYNN, Washington.
MISS ISABEL F. HYAMS, Dorchester.
EDMUND N. HUYCK, Albany.
MRS. ALEXANDER KOHUT, New York.
MRS. HELEN HARTLEY JENKINS, New York.
JAMES LEES LAIDLAW, New York.
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MRS. HENRY T. RAINEY, Carrollton, Ill.
PROFESSOR E. R. A. SELIGMAN, New York.
JOHN SPARGO, Bennington, Vt.
CHARLES STELZLE, New York.
MISS HELEN PHELPS STOKES, New York.
E. M. WILLIAMS, Cleveland.
MRS. WILLARD STRAIGHT, New York.

January 7, 1918.

Thanks to the efforts of its many friends, the Social Unit plan is now well under way in Cincinnati.

In order that people in other cities may follow the experiment and avail themselves of the lessons learned from it, we are compiling a list of members to whom information may be sent regularly.

Membership is to be on a basis, not of financial subscription, but of understanding, interest and moral support. The terms of membership, together with a brief statement of the chief objectives of the unit plan, are explained in the enclosed leaflet.

Will you not, as one who has taken an interest in this plan, express your continued sympathy and your desire to see it succeed by becoming one of our thinking membership? If so, please return the enclosed card.

Sincerely yours,

Secretary.

P. S. The first annual meeting of the National Social Unit Organization will take place in New York City on Monday, January 28th, at the Hotel McAlpin. Won't you try to plan to be there?

WCP/JC

PURPOSE—To hasten the coming of a democracy, both genuine and efficient, by building up on a basis of population units an organization through which the people can get a clear idea of their common needs and can utilize the technical knowledge of skilled groups in formulating and carrying out programs to meet those needs.

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The National Social Unit Organization

35852

1820 Freeman Avenue - - Cincinnati, Ohio

The undersigned wishes to become a member of the National Social Unit Organization, ...

.....

Date ..... *191*...

Name .....

City .....

Residence Address ..... *Tel.* .....

Business Address ..... *Tel.* .....

Occupation .....

No dues are required.

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35653

PLACE STAMP HERE

National Social Unit Organization,

1820 FREEMAN AVENUE,

CINCINNATI, OHIO

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35654

THE NATIONAL SOCIAL UNIT ORGANIZATION

TELEPHONES
WEST 4365
" 4366

1820 FREEMAN AVE., CINCINNATI, OHIO

OCCUPATIONAL COUNCIL

Accountants: ARTHUR YOUNG, New York
Business Men: T. L. CHADBOURNE, JR., Washington
Children's Work: C. C. CARSTENS, Boston
Health: DR. S. S. GOLDWATER, New York
Housing: JOHN IHLDER, Philadelphia
Medical Profession: DR. FRANKLIN H. MARTIN, Chicago
Neighborhood Organization: JOHN L. ELLIOTT, New York
Nursing: MISS ELLA PHILLIPS CRANDALL, New York
Recreation: ROWLAND HAYNES, New York
Relief: PORTER R. LEE, New York
Statistics: R. E. CHADDOCK, New York
Trade Unionists: JOHN P. FREY, Cincinnati
Executive: COURTENAY DINWIDDIE, Cincinnati

CITIZENS ~~GENERAL~~ COUNCIL

ARTHUR M. ALLEN, Providence
ROBERT P. BASS, Washington
DR. JOHN M. BEFFEL, Milwaukee
ROBERT S. BINKERD, New York
WILLIAM F. COCHRAN, Baltimore
MISS MARY E. CONVERSE, Philadelphia
HERBERT CROLY, New York
MRS. WHITMAN CROSS, Washington
CHARLES EDISON, South Orange
RAYMOND FOSDICK, New York
PROFESSOR FELIX FRANKFURTER, Cambridge
MRS. DANIEL GUGGENHEIM, New York
MISS MARY GWYNN, Washington
EDMUND N. HUYCK, Albany
MISS ISABEL F. HYAMS, Dorchester
DR. GEORGE M. KOBER, Washington
MRS. ALEXANDER KOHUT, New York
MRS. WILLARD STRAIGHT, New York
MRS. HELEN HARTLEY JENKINS, New York
JAMES LEES LAIDLAW, New York
MISS ALICE LEE, San Diego
ADOLPH LEWISOHN, New York
WILLIAM LOEB, JR., New York
THE REV. J. HOWARD MELISH, Brooklyn
MRS. HENRY OLLESHEIMER, New York
MRS. HENRY C. PERKINS, Washington
MISS VIRGINIA POTTER, New York
MRS. WILLIAM LOWELL PUTNAM, Boston
MRS. HENRY T. RAINEY, Carrollton, Ill.
PROFESSOR E. R. A. SELIGMAN, New York
JOHN SPARGO, Bennington, Vt.
CHARLES STELZLE, New York
HENRY G. STEVENS, Detroit
MISS HELEN PHELPS STOKES, New York
E. M. WILLIAMS, Cleveland

Honorary Executive: MRS. J. BORDEN HARRIMAN, Washington
Executive: MRS. CHARLES L. TIFFANY, New York

GENERAL COUNCIL

Honorary Executive: GIFFORD PINCHOT
Executives: ELSIE LaG.C. PHILLIPS, WILBUR C. PHILLIPS
Treasurer: T. L. CHADBOURNE, JR.
Comptroller: ARTHUR YOUNG

April 2, 1918

Mr. McKenzie King
Rockefeller Foundation
61 Broadway
New York City

Dear Mr. King:-

I enclose herewith a reprint from the SURVEY which I think will interest you; also a copy of the Social Unit Bulletin, a semi-weekly publication which is going to practically every home in our social unit, with its population of fifteen thousand people. As you will observe from the editorial on the first page, we are trying to get the citizens of this district to think -- and plan -- <u>for themselves</u>. This process of self-education seems to us essential if intelligent community action is to be secured.

Sincerely yours,

William C. Phillips

Executive

Encs. 2
WCP HMS

PURPOSE—To hasten the coming of a democracy, both genuine and efficient, by building up on a basis of population units an organization through which the people can get a clear idea of their common needs and can utilize the technical knowledge of skilled groups in formulating and carrying out programs to meet those needs.

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35655

The Roxborough,
Ottawa, April 16, 1918.

Mr. Wilbur C. Phillips,
The National Social Unit Organization,
1820 Freeman Avenue,
Cincinnati, Ohio.

Dear Sir:

Mr. Mackenzie King has asked me to acknowledge the receipt of your letter of the 2nd instant, forwarded from New York, with which you have enclosed one or two publications bearing on the work of the Social Unit Organization. Mr. King will be interested in giving these documents his attention at the first available opportunity.

Mr. King is at present out of the city, but before leaving yesterday asked me to express his thanks to you for your kindness in keeping him informed of the progress of this work.

Yours very truly,

F.A. McGREGOR

Private Secretary.

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INDUSTRIAL RELATIONS 35656

H. F. J. PORTER, M. E.
FIFTH AVE. BLDG. 23D ST. & 5TH AVE.
NEW YORK
TEL. GRAMERCY 4888

November 27th,
1 9 1 8.

Hon. W.L. McKenzie King,
The Roxboro,
Ottawa, Canada.

Dear Sir:

I enclose a paper which may possibly interest you, although it contains nothing novel, but I am using it as a means to spread the principles which I have installed in a large number of industrial organizations during the past twenty years, and which are the same as those which you used in the re-organization of the Colorado Fuel & Iron Co., The Standard Oil Co., etc.

The New Jersey State Chamber of Commerce is going to call a meeting of representatives of such organizations as have installed these principles and I write to ask if you would be willing to attend such a meeting.

Believe me

Very truly yours,

H.F.J. Porter.

HFJP/B

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35657

Kenton : - 12 45 11

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Industrial Relations

35658

The Roxborough,
Ottawa, December 30, 1918

Mr. H. F. J. Porter, M.E.,
Fifth Avenue Building,
23rd Street and Fifth Avenue,
New York.

My dear Sir:

I deeply regret that a communication of yours of the 27th ultimo has remained unacknowledged up to the present time. I was in Denver, Colorado, when your letter was received in Ottawa. It was forwarded from here, but not received by me until after my return. Meanwhile, it had been following me about from place to place, though considerably delayed in the reforwarding. When, finally, I did receive it, I had not an opportunity of reading the paper enclosed, and I deferred writing until this opportunity was afforded.

May I at once say with what interest and pleasure I read your article, only a few days ago. It was indeed gratifying to find in your article the able exposition of principles we have both been seeking to advance, and I trust you will accept my sincere thanks for your kindness in affording me the pleasure I derived from the perusal of your writing.

I much regret that it was not possible for me to be present at the meeting of the New Jersey State Chamber of Commerce, of which your letter makes mention in its concluding paragraph. I hope the Secretary informed you of a communication he had sent me, and of the reasons which made it impossible for me to accept the invitation extended. I hope the meeting was in every respect a successful and profitable one.

Yours very truly,

W. L. MACKENZIE KING

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35639

Bethlehem Shipbuilding Corporation, Ltd.

J. W. POWELL
VICE PRESIDENT

Bethlehem, Pa. July 5th, 1918.

IN REPLY REFER TO

My dear Mr. King:-

There is enclosed herewith the revised draft of the proposed plan of representation for Sparrows Point Plant with the changes as we talked them over on Tuesday last.

I should be glad if you would look this over and give me any further suggestions that may occur to you.

I want to thank you again for the real help you gave us in the two days you were on this work which I feel will be a large factor in determining the ultimate degree of success of this plant.

Looking forward to the pleasure of meeting you again at some later day, I am

Very truly yours

J. W. Powell

Mr. W. MacKenzie King,
The Roxborough,
Ottawa, Canada.

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35660

ORGANIZATION PLAN OF EMPLOYEES ASSOCIATION, BETHLEHEM SHIPBUILDING CORPORATION, LTD., SPARROW'S POINT PLANT.

Article I.

Name.

1. This association shall be known as the Employees Association of the Bethlehem Shipbuilding Corporation, Ltd., Sparrow's Point Plant.

Article II.

Object.

1. The objects of this association are: to promote a spirit of good fellowship among the employees of the Bethlehem Shipbuilding Corporation, Ltd., Sparrow's Point Plant; to foster closer relationship between the company and its employees; to secure cooperation among the employees in establishing ways and means of reducing the number of accidents, and improving the sanitation and general working conditions of the plant to the end that it be a safe, sanitary and harmonious place of employment; and to attain the highest possible standard of morale among the employees by boosting the plant.

Article III.

Representation.

1. The employees of the plant shall be represented by a central committee of thirty-one representatives, elected by ballot to represent all plant departments, as specified in article 4.

Article IV.

Selection of Representatives.

1. The method of selection of department representatives shall be on the following basis:

(a) One representative for every department, with less than 300 employees.
(b) Two representatives for every department, with from 300 to 1,000 employees.
(c) One representative for every 500 employees for a department of over 1,000 employees.

2. The establishment of the quota of representatives shall be as follows:

Department	Number of Employees	Percentage	Representatives
S	3259	40.9	7
T	824	10.3	3
M	584	7.3	2
Y	490	6.1	2

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Department	Number of Employees	Percentage	Representatives
H	335	4.2	2
D	324	4.7	2
Q	274	3.4	1
C	271	3.4	1
G	263	3.3	1
N	228	2.8	1
B	220	2.7	1
L	195	2.4	1
P	165	2.	1
J	151	1.8	1
E	134	1.6	1
R	96	1.2	1
W	54	.6	1
O	45	.5	1
Z	14	117	1

3. Representatives shall be elected from the following trades in departments having more than one representative.

(S) Rivetters, Heaters, Chippers & Caulkers, Drillers, Reamers & Bolters, Fitters and Erectors.
(T) Loftsmen, Layer-outs, Shopmen.
(H) Wood Caulkers, Shipcarpenters.
(D) Coppersmiths, Plumbers and Pipe Fitters.

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35662

AD 470b-25m 4,29,18 B.S.C.

Bethlehem Steel Company.

Bethlehem, Pa.

DEPARTMENT.....

Matters for Adjustment.

Any meeting requiring adjustment ~~in the first instance~~ shall be referred by employees ~~of the foreman~~ first instance to the Foreman, and failing satisfactory adjustment there shall ~~then~~ be referred to the Superintendent of the Division. ~~If an employee feels that the matter has not~~ If satisfactory adjustment of the matter is not obtained in this way, the employee either in person or through one or more of the representatives of his department may take it ~~up~~ with the adjustment ~~Head~~ of the Service Department. ~~If~~ Should the Head of the Service Department fail to effect an ~~satisfactory~~ adjustment ~~of the matter~~, the matter may be brought to the attention of the Representatives at a regular or special meeting ~~after~~ and if the meeting is of the opinion that it should be further considered, the representatives shall ~~appoint two~~ from their number to act with the aforesaid ~~much the~~ Chairman as ~~representatives of the employees~~ on a ~~joint~~ conference ~~board~~ members of a joint Conference

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35663

AD 470b-25m 4,29,18 B.S.C~.

Bethlehem Steel Company.

Bethlehem, Pa.

DEPARTMENT.....

to which the matter shall be referred. The joint Conference Committee

Committee (~~to which~~ shall be composed of ~~the~~ three ~~~~ of the company ~~~~ representatives, three selected and

~~Officials~~ ~~~~ ~~~~ ~~

35664

REPRESENTATION OF EMPLOYES

Bethlehem Shipbuilding Corporation, Limited.
Sparrow's Point Plant.

OBJECT

Article 1.

The objects in inaugurating Representation of Employes are:

(a) To cooperate with the Government of the United States in its policy to insure continuous and uninterrupted service in shipbuilding.

(b) To promote and maintain just and harmonious relations between the Company and its employes.

(c) To expedite the settlement of any matters requiring adjustment.

(d) To promote efficiency, and improve the general working and living conditions ~~to the end that the Plant be a safe, sanitary and harmonious place of employment~~.

Basis of REPRESENTATION

Article 2.

~~The~~ employes ~~of the Plant~~ shall be entitled to elect from among their number, duly authorized representatives on the basis of representation by trades and departments ~~in accordance with the manner~~ herein set forth.

~~Basis of Representation.~~
~~Department representation shall be on the following basis:~~

(a) One representative for every department, with less than 300 employes.
(b) Two representatives for each department, with from 300 to 1000 employes.
(c) One representative for every 500 employes in a department of over 1000 employes, one additional.

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which is based on the present distribution of employees

2. For the first election ~~The apportionment of~~ the quota of representatives shall be as follows:

Department	Number of Employes	Percentage	Representatives
S	3259	40.9	7
T	824	10.3	3
M	584	7.3	2
Y	490	6.1	2
H	335	4.2	2
D	324	4.7	2
Q	274	3.4	1
C	271	3.3	1
G	263	2.8	1
N	228	2.7	1
B	220	2.4	1
L	195	2.	1
P	165	1.8	1
J	151	1.6	1
E	134	1.2	1
R	96	.6	1
W	54	.5	1
O	45	.17	1
Z	14		1

~~3. Representatives~~ shall be elected from each of the following trades in the following departments having more than one representative. Where indicated

(S) Riveters, Heaters, Chippers & Caulkers, Drillers, Reamers and Bolters, Fitters and Erectors.
(T) Loftsmen, Layer-outs, Shopmen
(H) Wood Caulkers, Shipcarpenters
(D) Coppersmiths, Plumbers and Pipe fitters

~~Number of Shipwrights Electrical Engineers Machinists~~

Article 3.

Election of representatives shall be held semi-annually in this establishment and representatives shall hold office for a period of one year, ~~provided however,~~ that at the end of the first six months, one-half of the number of representatives shall retire, in order that opportunity may be given for the selection of new representatives for the ensuing year. Retirement shall be in accordance with such method as the representatives themselves shall determine. Ordinarily

~~Article 4.~~ Article 4.

RECALL AND VACANCIES

Any representative may be recalled on written request of the majority of the ~~employees~~ of a department and any vacancy occurring from this, or any other cause shall be filled by a special election to be conducted in a manner similar to that of the general election. for the unexpired

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Article 5

~~ELIGIBILITY~~ Right TO VOTE

~~In order to be eligible to vote for representatives~~, the right to vote shall be restricted to employes who have been two months in the service of the Company prior to the date of election; provided however, that in the case of the first election, any employe who has been in the ~~employ~~ service of the Company for ~~at least~~ one month, shall be eligible to vote. Vote permitted

Article 6

~~NOMINATION AND ELECTION~~ Method of

~~The method of nominating and electing representatives shall be as follows:-~~

(a) Nomination and election shall be by ballot

(b) For each representative to be elected, there shall be three tellers ~~chosen as follows:~~ named The Counting shall be conducted by tellers

~~Two tellers to be nominated by the employes' representatives and one teller to be appointed by the Company.~~ named by the employes' representatives

In the case of first election, tellers shall be chosen in a manner to be approved by a Committee representative of Employes of each department.

(c) Nominations shall be held on a Friday and Elections on the Tuesday following.

~~In the case of any department having more than one representative,~~ representatives shall be nominated and elected ~~by~~ so that representation of trades ~~herein~~ specified may be assured.

(e) On the day of nomination each employe qualified to vote, shall be furnished with a blank ballot on which he shall specify his choice of two names to represent his trade in the department in which he is employed. (f) From the names thus specified, the tellers shall select ~~from each trade~~ those receiving the highest number of votes ~~as follows: For each representative apportioned to a trade, those names will be selected.~~ These names ~~and~~ are thus selected shall be the candidates for election as representatives.

(g) On Tuesday following the nomination, each employe, shall be furnished with a ballot on which shall be printed the names of the persons nominated to represent the department in which he works. On this ballot, each employe shall vote for the number of representatives to which ~~the~~ department is entitled. The persons receiving the highest number of votes, having regard to the different trades in the department, shall be elected.

~~OFFICERS~~

~~Following the day of election~~, the Representatives shall meet for the purpose of electing a Chairman and Secretary from among their number.

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Place of Meeting

The Company shall provide ~~accommodation for the Representatives in the nature of~~ a suitable place for meetings of representatives and Committees and joint conferences with the Management, and upon request of Representatives, shall provide such clerical assistance as may be required for the carrying on of their business.

COMMITTEES

The following Committees shall be appointed by the Representatives:

1. Wage and Piece Work Schedules.
2. Working conditions and hours ~~of work~~.
3. Health, Safety and Sanitation.
4. Transportation
5. Housing and Living Conditions.
6. Education and Publications.
7. Entertainment and Recreation.

Each Committee shall be composed of seven (7) members, four (4) including its Chairman, to be appointed from among the Representatives and three (3) from among employes other than Representatives. No representative shall serve on more than one committee

Article 7

MEETINGS

Regular meetings of ~~all~~ the Representatives and also of each of ~~all~~ the Committees shall be held at least once every month.

Special meetings may be held as occasion may require on the joint approval of the officers of the Representatives and the Management.

The regular meetings of the Representatives shall be held at 3 P.M. on the first Wednesday of each month. The regular meetings of the Committees shall be held at the same hour, during the intervening weeks on dates to be arranged between the Representatives and the Management.

For time spent during working hours Representatives or members of Committees necessarily occupied at regular meetings or at special meetings jointly approved, shall be paid by the Company at their regular rate of pay.

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Article IX.

Any matter requiring adjustment shall in the first instance be referred by employees to the foreman and failing the satisfactory adjustment ~~by him~~ shall then be referred to the superintendent ~~of the division~~. If satisfactory adjustment ~~of the matter~~ is not obtained in this way the employee, either in person or throught one or more of the representatives of his department, may take ~~it~~ up for adjustment with the head of the service department. Should the Head of the Service Department fail to effect an adjustment the matter may be brought to the attention of the representatives at a regular or special meeting, and if the meeting is of the opinion that it should be further considered, the representatives shall name two of their number to act along with the Chairman of the representatives as members of a Joint conference. ~~A joint conference~~ committee to which the matter shall be referred. The Joint Conference Committee shall be composed of the three representatives thus selected and an equal number of company officials to be named as representatives of the management. The joint conference committee thus formed shall endeavor to adjust the matter and shall be at liberty to adopt any course of procedure which in its judgment is best calculated satisfactoryly to affect this end.

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REPRESENTATION OF EMPLOYEES

Bethlehem Shipbuilding Corporation, Ltd.

Sparrows Point Plant

- - - - - - -

Article 1.

OBJECT

The objects in inaugurating Representation of Employees are:

(a) To cooperate with the Government of the United States in its policy to insure continuous and uninterrupted service in shipbuilding.

(b) To promote and maintain just and harmonious relations between the Company and its employees.

(c) To expedite the settlement of any matters requiring adjustment.

(d) To further efficiency and production and improve the general working and living conditions of the Plant.

Article 2.

BASIS OF REPRESENTATION

Employees shall be entitled to elect from among their number, duly authorized Representatives on the basis of representation by trades and departments as herein set forth.

(a) For each department, with less than 300 employees - one Representative.

(b) For each department with from 300 to 1000 employees- two Representatives.

(c) In a department of over 1000 employees, one Representative for every 500 employees

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*2. In the following departments which have more than one Representative there shall be elected one Representative for each of the trades as indicated.

S Department - (1) Riveters, (2) Heaters, (3) Chippers and Caulkers, (4) Drillers, (5) Reamers and Bolters, (6) Fitters and (7) Erectors.

T " - (1) Loftsmen, (2) Layers-out, (3) Shopmen

H " - (1) Wood Caulkers, (2) Ship Carpenters

D " - (1) Coppersmiths, (2) Plumbers and Pipe Fitters.

*Foot Note

For the first election the quota of Representatives which is based on the distribution of employees by departments as of June 15th, shall be as follows:

Department	Number of Employees	Representatives
S	3259	7
T	824	3
H	584	2
Y	490	2
D	336	2
Q	324	2
C	274	1
G	271	1
M	263	1
B	228	1
L	220	1
P	196	1
J	165	1
E	151	1
R	134	1
W	96	1
O	54	1
Z	45	1
	14	1

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Article 3.

TERM OF OFFICE

Election of representatives shall be held semi-annually.
One half the number of Representatives shall be elected at each semi-annual election. Representatives shall hold office for one year.

Provided, however, that at the first election, the full number of Representatives shall be chosen, and

Provided further, that ~~at the end of the first six (6) months~~ [term of office shall date from the second semi-annual election following the first election] one half of the Representatives chosen at the first election shall be selected for retirement in such manner as may be determined by the majority vote of the Representatives.

Representatives whose term of office has expired, or who may have been retired as herein provided, shall be eligible for reelection

Article 4.

RECALL AND VACANCIES

Any Representative ~~may~~ shall be recalled on written request of the majority of the employees of a department. A vacancy occurring from any cause shall be filled by a special election to be conducted forthwith in a manner similar to that of the general election.

Article 5.

RIGHT TO VOTE

The right to vote [as regards only representatives] shall be restricted to employees who have been two months in the service of the Company prior to the date [fixed for nomination and] of the Election of ~~Representatives~~ respectively.

Provided, however that in the case of the first election any employee who has been in the service of the Company for one month [prior to the date fixed for the nomination of representatives] shall be permitted to vote.

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Article 6.

NOMINATION AND ELECTION

(a) Nomination and election shall be conducted by ballot.

(b) Balloting shall be controlled by tellers. For each Representative to be elected there shall be three (3) tellers, two of whom shall be named by the employees Representatives and one ~~shall be named~~ by the Management. In the case of the first election the tellers for the employees shall be chosen ~~in a manner to be provided~~ by a committee representative of the employees of each department. after date of this election shall be fixed subject to approval by the Management.

(c) Representatives shall be so nominated and elected that representation by departments and by trades as herein above specified shall be assured.

(d) ~~Balloting~~ Meeting for nomination of Representatives shall be held on Friday and election of Representatives on the Tuesday following. Fourth at the close of this first meeting recorded for an above. Latter otherwise determined by joint consent of the Representatives and the Management) the day of nomination shall be the second Friday in the months of January and July respectively. Nominati

(e) On the day of nomination each employee qualified to vote shall be furnished with a blank ballot on which he shall specify his choice of two names at the election to represent his trade in the department in which he is employed.

(f) From the names as specified (in (e)) the tellers shall, from each trade, select for each Representative to be appointed, the three names ~~which received the highest number of votes~~ of candidates specified. The employees whose names are thus selected shall be candidates for election as Representatives.

(g) On the Tuesday following the nomination (on the day of election) each employee qualified to vote shall be furnished with a ballot on which shall be printed the names of the persons nominated to represent in each of the trades in the department in which he works. On this ballot each employee shall ~~vote for~~ the number of Representatives to which his department is entitled, ~~his vote to be cast for~~ Representatives according to trades as herein set forth. Having regard to the different trades in the department, the persons receiving the highest number of votes shall be elected.

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Article 7.

ORGANIZATION

(a) The Representatives shall immediately meet for the purpose of electing a Chairman and Secretary from among their number, and for appointments to Committees.

(b) The Company shall provide a suitable place for meetings of Representatives and Committees and joint conferences with the Management, and upon request of Representatives shall provide such clerical assistance as may be required.

(c) The following Committees shall be appointed by the Representatives:

1. Wage and Piece Work Schedules
2. Working Conditions and Hours
3. Health, Safety and Sanitation
4. Transportation
5. Housing and Living Conditions
6. Education and Publications
7. Entertainment and Recreation

Each Committee shall be composed of seven (7) members, four (4) including its Chairman, to be appointed from among the Representatives and three (3) from among employees other than Representatives. No Representative shall serve on more than one Committee.

By joint consent of the Representatives and the Management the membership of any committee may be increased or reduced, or any two or more committees may be combined for purposes of joint conference with Officials of the Company or for any other reason.

Article 8.

MEETINGS

Regular meetings of the Representatives and also of each of the Committees shall be held at least once every month.

Special meetings may be held as occasion may require on the joint approval of the officers of the Representatives and the Management.

The regular meetings of the Representatives shall be held at 3 P.M. on the first Wednesday of each month. The regular meetings of the Committees shall be held at the same hour, during the intervening weeks on dates to be arranged between the Representatives and the Management.

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9. Joint ~~Meetings~~ Committees.

On alternate months, the committees shall meet as Joint Committees with Company officials to be named by the Management. On such Joint Committees, the Company officials may equal, but shall not exceed in number, the employees' representatives.

10. Annual Joint Conference.

An Annual Joint Conference, to be attended by the President, Vice-President, and such other officers of the Company as the President may select and by all of the ~~Coms~~ employees' representatives, shall be held at a time and place to be arranged by the management and the representatives. At the Annual Joint Conference, reports shall be made by the President and Secretary of the representatives, and by the Chairmen of the several committees, upon the work of these bodies, and matters of common interest discussed.

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For time spent during working hours Representatives or members of Committees necessarily occupied at regular meetings or at special meetings or conferences jointly approved, shall be paid by the Company at their regular rate of pay.

Article 9
Article 10.

Article 9 11

MATTERS FOR ADJUSTMENT

Any matter requiring adjustment shall in the first instance be referred by employees to the Foreman, and failing satisfactory adjustment shall then be referred to the Superintendent. If satisfactory adjustment is not obtained in this way employees, either in person or through one or more of the Representatives of his department, may take the matter up for adjustment with the Head of the Service Department. Should the Head of the Service Department fail to effect an adjustment within a reasonable time, the matter may be brought through one of their number to the attention of the Representatives assembled at a regular or special meeting, and if the meeting is of the opinion that it should be further considered, the Representatives shall select from their management committee and shall name two of their number to act with the Chairman of the Representatives as members of a Joint Conference Committee to which the matter shall be referred. The Joint Conference Committee shall be composed of the three Representatives thus selected and an equal number of company officials to be named as Representatives of the Management. The Joint Conference Committee thus formed shall immediately convene and endeavor to adjudicate the matter and shall be at liberty to adopt any course of procedure which in its judgment is best calculated satisfactorily to effect this end.

within three days of ~~adjudication~~ their being by the management of the number of the Representatives selected

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Article 16.

DISCUSSION OF SUBJECTS OF INTEREST

Representatives are at liberty at all times to discuss with the Head of the Service Department, either upon their own initiative or at the request of any employee, any subject of interest in the operation of the shipyard. or of concern to the employees

To further insure the discussion of such questions, and the maintenance of just and harmonious relations the Head of the Service Department shall interview at least once a month to find out whether there are any matters requiring discussion or matters requiring consideration. the Representatives of each department

Article 17.

PUBLICITY

A Monthly Bulletin shall be published in the interests of employees shareholders and as a means of communication between the management, the employees and the shareholders by its Committee and a Bulletin Board shall be located in a convenient place in the Plant for the posting by the Service Department, of matters of interest to the employees.

Article 18.

MEMBERSHIP IN ORGANIZATIONS

Nothing in the terms of Representation as between employees shall in any way abridge the right of any employee to membership in any Organization.

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N.L. 2

NIGHT LETTER

The Great North Western Telegraph Company of Canada.

Exclusive connection with the
WESTERN UNION TELEGRAPH CO.
Z. A. LASH, President

Cable Service
to all the world
GEO. D. PERRY, General Manager

Receiver's No.	Time Filed	Check

SEND the following NIGHT LETTER subject
to the terms printed on the back hereof,
which are hereby agreed to

Ottawa, July 11, 1918.

Mr. J. W. Powell,
Vice-President, Bethlehem Shipbuilding Corporation,
Bethlehem, Pennsylvania.

Your letter enclosing revised draft duly received at noon yesterday. Letter containing further revisions and suggestions being sent you by special delivery, mail leaving Ottawa tomorrow Friday afternoon; Should reach Bethlehem by noon on Saturday.

W. L. Mackenzie King.

Confirmation Sent.

NIGHT LETTER
COLLECT

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Dictated at Kingsmere, Que.,
July 11, 1918.

Mr. J. W. Powell,
Vice-President, Bethlehem Shipbuilding Corporation, Limited,
Bethlehem, Pennsylvania.

My dear Mr. Powell:

Your letter of the 5th instant, with which was enclosed the revised draft of the proposed plan of representation for Sparrows Point Plant, was received at noon yesterday.

I have gone carefully over the revise, and have had it rewritten so as to include a few slight alterations and a few additions which I deem important. I have underlined in red the words, phrases, or paragraphs which are in the nature of additions, and I have indicated, by a blue pencil mark in the margin, changes and alterations in the text other than additions which seem to be necessary. I am assuming that it will not be necessary for me to return the draft enclosed with your letter, which I have scratched up considerably in making my own revisions, but for your convenience I am enclosing an original and two copies of the draft as I have revised it. The additions will be apparent from the portions that are underlined in red. Comparison with your own revised draft will indicate at a glance the nature and significance of other alterations and changes. Where I have made an addition which is in the nature of a substitution, I have indicated the change by underlining the new wording in red and indicating by a blue mark in the margin that an alteration in the nature of either a deletion or transposition of a part of the original wording has been made.

Perhaps I might say just a word or two about changes which have a significance apart from that of making the meaning of the several articles more concise or clear.

Article 3

A definite statement should be made of the elections being semi-annual. The date of the semi-annual elections should, if possible, be definitely fixed. Six months from the date of the first election may not be the most convenient time from which to date all subsequent elections. I have therefore altered the text so as to permit of the semi-annual elections being held at the time of the year most convenient.

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It is important that representatives who have been retired or whose term of office has expired should be eligible for re-election. I have added a clause to this effect.

Article 5

Each employee has two rights in the matter of choosing representatives: one, the right to nominate; and the other, to vote for purposes of election. It is important, I think, to keep the rights pertaining to nomination and election distinct, and I have therefore altered the text accordingly.

Article 6

(a) It is important that it should be known that the ballot is a secret or sealed ballot. This is indicated by the word "sealed" before "ballot".

(b) It is important that employees should be consulted as to the date of the first election, as well as in the matter of selection of tellers. The section is altered accordingly.

(d) I have substituted the word "balloting" for "election" where the reference is to nomination of representatives. In this section, I have also definitely fixed, as the day of nomination for the semi-annual elections, the second Friday in January and July. I have chosen these months as the ones which best divide the year, and have fixed the second Friday, rather than the first, so as to avoid the possibility of the nominations coming on either New Year's Day or Independence Day. Of course, you may for certain reasons prefer that the elections should take place some other month. If so, you can easily alter this suggestion, or leave the text in the form in which I have drafted it, which permits of the months being changed by joint consent of the Representatives and the Management.

(f) I have held to the word "specify" where the reference is to the nomination of representatives, as distinguished from their election.

(g) This is the clause that gave us so much trouble. I have made one or two slight transpositions of phrases, which I think add still further to the clearness and conciseness of the meaning of the clause.

Article 7

(a) Organization, both for purposes of electing a Chairman and Secretary and for electing committees, should take place after each semi-annual election. I have amended the clause so as to make this clear.

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(b) I have transposed the order of Clauses (b) and (c), so as to have the appointment of committees follow immediately after the election of Chairman and Secretary. The provision of a place of meeting seems to follow more logically at the end of this article.

I have reduced the composition of each Committee to five members, instead of seven. The reason for this will be the more apparent in the light of an important addition which I have made in the nature of providing for joint committees of the employees and Management. It was assumed, in drafting the plan of representation, that there would be joint conferences between the committees and the Management, but nothing appears in the context to make this clear. I do not think too much importance can be attached to the feature of joint committees. The addition to the context which I am proposing in this connection is that the committees one month should meet by themselves, as already provided, but that on alternate months they shall meet in conference with officials of the Company, and be in the nature of joint committees of representatives of the employees and representatives of the Management.

Ever since leaving you, I have been turning this matter over in my mind, and have been wondering how the joint committee feature could best be met. What I am proposing seems to me, if I may be permitted the expression, excellent in its way. One month, the committees will meet by themselves; the next month, they will meet with officials of the Company. Obviously, this arrangement will permit, almost better than any other that could be devised, of matters of mutual interest being threshed out in a manner most likely to effect the best results. A committee by itself may discuss some matter which will require a conference with officials of the Company. The matter will be threshed out by members of the committee themselves, and left to be taken up with the officials of the Company at the next meeting. Meanwhile, the Company would have opportunity of giving consideration to the points to be raised, and a special conference with officials would not become necessary. Similarly, questions may come up at a joint conference which would require time for consideration, and which it might be well to have employees decide upon for themselves. Such matters would be referred over by a joint committee to the employees' committee for consideration at its next meeting, to be further reported on to the joint committee at its next meeting.

I think it is most important that there should be as much direct contact between officers of the Company and representatives as possible. The better they get to know each other, the more easily will matters of real difficulty and danger be met

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or avoided when they arise. It is this personal contact of employer and employee, which was so helpful in avoiding difficulties in the olden days, that has been lost under industry organized on the scale on which it is to-day. Nothing can be substituted for the personal relationship. Where that is impossible between principals, it must be made equally effective between their agents or representatives. I should prefer, for the purposes of furthering good-will in industry, to see all of the committees joint committees, in preference to there being committees solely of employees. But I think that having the same committees given freedom to meet by themselves at one time, and as joint committees with officials of the Company at another, is well nigh an ideal arrangement. I hope you and Mr. Larkin will think well of this proposed amendment to the plan. I cannot commend it too strongly.

In naming officials of the Company to act on joint committees, you would, of course, be at liberty to select any persons you might wish, from managers down to foremen; and, for that matter, you might include, where the right sort of person is available, members of the clerical staff whose judgment or conciliatory manner is likely to be appreciated by all interested.

Nor is there need for different officers to be appointed for the different joint committees. The Head of the Service Department, for instance, might with advantage be made one of the Company's representatives on each of the committees. Where possible, and particularly where important matters are likely to come up for discussion, it would be well to have the number of the Company's representatives equal to that of the representatives of the employees. But the superior duties of the higher officials may not permit of too much of their time being given to joint committee work, and it is just as well, therefore, for the Company not to obligate itself to equal, in its appointments, the number of employees' representatives on the several committees. At the same time, it must never be forgotten that workingmen form their estimate of the Management and its policy from the men with whom they come into contact. Their immediate bosses, such as foremen and superintendents, just because it is a part of their duty to maintain discipline, often convey to Labor a wrong impression of the attitude which the corporation itself is really desirous of exhibiting. The joint committee gives a chance for the Company's real policy in the matter of industrial relations to become disclosed.

Obviously, seven members are too many as one-half of the number of a possible joint committee. I am inclined to think that, in most cases, they would be too many for a committee of

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employees meeting by itself. This is a matter which cannot well be decided apart from experience. I have therefore thought it advisable to incorporate, as an additional clause in this article, one which gives power to reduce or to increase the membership of the committees by joint consent of the Management and the Representatives. With this clause inserted, it would seem to me quite safe to reduce the size of the committees from seven to five.

I should be wholly agreeable, were you to think well of so doing, to have only the members of the committee who are representatives meet with the representatives of the Management, whenever members of committees meet as members of joint committees. This would reduce the size of the joint committee to a committee of six in number, which is a good working committee. From the nature of the questions to be discussed, you will know better than I whether or not it is best to retain the entire committee membership for joint committee purposes. I am leaving the matter in this way, but raise the point for your further consideration.

I have changed the order of enumeration of the committees, placing "Transportation" after "Housing and Living Conditions". It has seemed to me that this order would permit of a more ready grouping of the committees, should such a step for any reason appear desirable.

I have thought it well to specify that two or more of the committees might be combined for purposes of joint conference with officials or for any other reason. This, I think, may prove a useful provision in the practical working out of the plan. Its presence, at any rate, can do no harm, and may be the means of economizing the time of officials and avoiding embarrassments. It may also greatly facilitate disposition and consideration of certain problems. For example the following grouping may be found most convenient on occasions: the Committee on Wage and Piece Work Schedules and the Committee on Conditions and Hours, to be grouped as one; the Committee on Health, Safety, and Sanitation and the Committee on Housing and Living Conditions, to be grouped as one; the Committee on Education and Publication and the Committee on Entertainment and Recreation to be grouped as one.

Article 8

I have changed the order of the clauses so as to keep in immediate sequence the clauses relating to regular meetings, by making the clause referring to special meetings the third, instead of the second clause of the Article.

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(At this point I have added two new articles, to be known as Articles 9 and 10. The balance of the revise has therefore to be amended by changing Articles 9, 10, 11 and 12 to read Articles 11, 12, 13, and 14 respectively.)

Article 9

I have here inserted a new article dealing with joint committees.

Article 10

I have here inserted a new article dealing with an annual joint conference.

You may remember that we spoke of something of the kind, on the train, but more particularly with reference to something in the nature of a dinner to be given by the Management to the Representatives after the first election.

I have the same feeling about the Annual Joint Conference, in which the head officers of the Company would be brought into immediate touch with the representatives, as I have about the joint committees. It is, I think, desirable that at least once a year there should be a meeting of all the representatives with the officers of the Company, so as to include the highest officers. As I am not sure, as respects the Shipbuilding Corporation, how far up the line you would wish to go in naming the head of the Corporation, I have inserted the words, "President and Vice-President". If at all possible, I should strongly advise going as far ap the line as to the President. Indeed, there is everything to be gained, not only in including the President at this gathering, but as many of the Directors of the Corporation as could find it possible to be present. I can, for example, imaging nothing calculated to inspire more confidence in the whole plan than the presence of Mr. Schwab himself at one of these gatherings.

An afternoon and an evening might be set apart for this conference, the time to be broken by a dinner at which officers, directors, and representatives would sit down at the one table. The afternoon gathering would be primarily in the nature of a business affair, and the evening gathering more or less of a social occasion. In this event, a representative or two of the Government Departments at Washington might be invited. It would be one additional way of helping to bring out the relationship of the Government to industry, and of gaining from the Administration sympathetic appreciation of the Company's policy in the matter of industrial relations.

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Again may I say that I hope you and Mr. Larkin will think well of this Annual Joint Conference. I should like, in any event, to recommend it strongly as an additional feature of the plan.

Article 11 (formerly Article 9)

It has seemed to me that something was required in this clause to make it apparent that there were to be no delays as respects the adjustment of differences and difficulties. I have accordingly added a few phrases which help to make clear the intention, which I am sure will commend themselves to you.

Article 12 (formerly Article 10)

As worded, the Article seems to avoid a statement of its real purpose, which is to insure the maintenance of just and harmonious relations by making quite sure that the Service Department will be made acquainted with all matters of real concern to employees. I have thought it well to amend the Article in a way which would make this more apparent. Limiting the purpose of the interviews, both ways, to a discovery of matters to be discussed, seems a little thin. I see wherein it is inadvisable to suggest a search for grievances as being the main object. At the same time, I think the real purpose, which is a wholly commendable one, can be brought out more clearly by some such phrasing as I have suggested.

Article 13 (formerly Article 11)

It has seemed to me inadvisable to indicate in this section that the Bulletin should be published by a committee of the employees, or to have it appear that the Bulletin is solely in the interests of employees. There are, of course, two types of publication; one, an employees' paper pure and simple; and the other, a Company publication in the interests of employees, but also in the interests of others concerned with the Company's affairs. I believe the latter type of publication is in every way the preferable one. Part of it can be left solely to the management of employees themselves; but part of it will always be available for purposes of bringing to their attention, and to the attention of the public, matters to which it is obviously in the interests of the Company to give publicity. I like to think of there being, as I mentioned to you, four parties, each one of whom is necessary to and primarily interested in industry: namely, Capital, Labor, Management, and the Community. A publication

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such as a monthly bulletin is a means of keeping all four informed of matters of mutual concern. If this is to be the broad conception on which the Corporation is to proceed in all its industrial relations, is there not everything to be gained by making it quite clear that the monthly bulletin is intended to help to fulfill this end, and to state, as I have suggested, that it shall be published as a means of communication between the management, the employees, the stockholders, and the public?

Article 14 (formerly Article 12)

I have recast this clause so as to avoid the use of the word "plan" in referring to representation of employees as provided. We have escaped its use in other parts of the document, and it is perhaps an improvement to avoid it altogether.

In connection with what I have said of joint committees, it may interest you to have the last statement published of the proceedings of the Joint Committees at the Minnsqua Steel Works of the Colorado Fuel and Iron Company at Pueblo. So important and useful has the work of the Joint Committees proven there, that the Company has found it a part of good policy to publish the proceedings of the Committees and to distribute a copy to every employee. The same policy is followed as respects the Joint Committees in the coal fields. Employees reading these statements are kept aware of the services of their representatives on their behalf, and the great usefulness of the plan of representation is brought home to them in a direct way. It will be apparent, too, how the status of Labor itself is raised by the significance given the work of its representatives.

I also enclose a copy of the blank form used by the President's Industrial Representatives in the Colorado Fuel and Iron Company mining camps and steel works in visiting Employees' Representatives. You may remember my reference to this feature of that Company's Plan of Representation, and the excellent results it has produced.

These are the only matters I think of at the moment which I should mention in returning the revise. You will, of course, not hesitate to accept or reject any of the changes, deletions, or additions I have made, or refrain from acting on any of the suggestions. I realize that there may be circumstances of which you may wish to take account of which I know nothing.

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My purpose will be more than served through having had the opportunity of bringing to your attention additional points which seem to me to merit most careful consideration.

Yours very truly,

W. L. MACKENZIE KING

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REPRESENTATION OF EMPLOYEES

Bethlehem Shipbuilding Corporation, Ltd.

Sparrows Point Plant

Article 1

OBJECT:

The objects in inaugurating Representation of Employees are:

(a) To co-operate with the Government of the United States in its policy to insure continuous and uninterrupted service in shipbuilding.

(b) To promote and maintain just and harmonious relations between the Company and its employees.

(c) To expedite the settlement of any matters requiring adjustment.

(d) To further efficiency and production and improve the general working and living conditions of the Plant.

Article 2

BASIS OF REPRESENTATION:

Employees shall be entitled to elect from among their number, duly authorized Representatives on the basis of representation by trades and departments as herein set forth.

(a) For each department, with less than 300 employees - one Representative.

(b) For each department with from 300 to 1000 employees - two Representatives.

(c) In a department of over 1000 employees, one Representative for every 500 employees.

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x 2. In the following departments which have more than one Representative, there shall be elected one Representative for each of the trades as indicated:

S Department - (1) Riveters, (2) Heaters, (3) Chippers and Caulkers, (4) Drillers, (5) Reamers and Bolters, (6) Fitters, and (7) Erectors.

T " (1) Loftsmen, (2) Layers-out, (3) Shopmen.

H " (1) Wood Caulkers, (2) Ship Carpenters.

D " (1) Coppersmiths, (2) Plumbers and Pipe Fitters.

x Foot Note

For the first election the quota of Representatives which is based on the distribution of employees by departments as of June 15th, shall be as follows:

Department	Number of Employees	Representatives
S	3259	7
T	824	3
M	584	2
Y	490	2
H	335	2
D	324	2
Q	274	1
C	271	1
G	263	1
N	228	1
B	220	1
L	195	1
P	165	1
J	151	1
E	134	1
R	96	1
W	54	1
O	45	1
Z	14	1

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Article 3

TERM OF OFFICE:

Election of Representatives shall be held semi-annually. One half the number of Representatives shall be elected at each semi-annual election. Representatives shall hold office for one year.

Provided, however, that at the first election, the full number of Representatives shall be chosen, and

Provided further, that, prior to the date fixed for the semi-annual election following the first election, one half of the Representatives chosen at the first election shall be selected for retirement in such manner as may be determined by the majority vote of the Representatives.

Representatives whose term of office has expired, or who may have been retired as herein provided, shall be eligible for re-election.

Article 4

RECALL AND VACANCIES:

Any Representative shall be recalled on written request of the majority of the employees of a department. A vacancy occurring from any cause shall be filled by a special election to be conducted forthwith in a manner similar to that of the general election.

Article 5

RIGHT TO VOTE:

The right to nominate and to vote for Representatives shall be restricted to employees who have been two months in the service of the Company prior to the dates fixed for Nomination and Election respectively.

Provided, however, that in the case of the first election any employee

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who has been in the service of the Company for one month prior to the date fixed for the Nomination of Representatives shall be permitted to vote.

Article 6

NOMINATION AND ELECTION:

(a) Nomination and election shall be by sealed ballot.

(b) Balloting shall be controlled by tellers. For each Representative to be elected there shall be three (3) tellers, two of whom shall be named by the employees' Representatives, and one by the Management. In the case of the first election, the tellers for the employees shall be chosen, and, subject to approval by the Management, the date of the election itself fixed, by a committee representative of the employees of each department.

(c) Representatives shall be so nominated and elected that representation by departments and by trades as herein above specified shall be assured.

(d) Balloting for nomination of Representatives shall be held on a Friday and election of Representatives on the Tuesday following. Except in the case of the first election provided for as above, the day of nomination shall be the second Friday in the months of January and July respectively, unless otherwise determined by joint consent of the Representatives and the Management.

(e) On the day of nomination, each employee qualified to nominate shall be furnished with a blank ballot on which he shall specify two names as his choice to represent his trade in the department in which he is employed.

(f) From the names as specified (in e) the tellers shall, from each trade, select for each Representative to be appointed, the three names oftenest specified. The employees whose names are thus selected shall be the candidates for election as Representatives.

(g) On the day of election, (the Tuesday following the nomination) each employee qualified to vote shall be furnished with a ballot on which shall be printed the names of the persons nominated to represent each of the trades in the department in which he works. On this ballot, each employee shall cast his vote for Representatives according to trades as herein set forth, to the number of Representatives to which his department is entitled. Having regard to the different trades in each department, the persons receiving the highest number of votes shall be elected.

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Article 7

ORGANIZATION:

(a) After each semi-annual election, the Representatives shall immediately meet for the purpose of electing a Chairman and Secretary from among their number, and for selecting committees.

(b) The following Committees shall be appointed by the Representatives:

1. Wage and Piece Work Schedules
2. Working Conditions and Hours
3. Health, Safety and Sanitation
4. Housing and Living Conditions
5. Transportation
6. Education and Publications
7. Entertainment and Recreation

Each Committee shall be composed of five (5) members, three (3), including its Chairman, to be appointed from among the Representatives, and two (2) from among employees other than Representatives. No Representative shall serve on more than one Committee.

By joint consent of the Representatives and the Management, the membership of any Committee may be reduced or increased, or any two or more Committees may be combined for purposes of joint conference with officials of the Company or for any other reason.

(c) The Company shall provide a suitable place for meetings of Representatives and Committees and for joint conferences with the Management, and upon request of the Representatives shall provide such clerical assistance as may be required.

Article 8

MEETINGS:

Regular meetings of the Representatives and also of each of the Committees shall be held at least once every month.

The regular meetings of the Representatives shall be held at 3 P.M. on the first Wednesday of each month. The regular meetings of the Committees shall be held at the same hour, during the intervening weeks on dates to be arranged between the Representatives and the Management.

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Special meetings of the Representatives and of the Committees may be held as occasion may require on the joint approval of the officers of the Representatives and the Management.

For time spent during working hours, Representatives or members of Committees necessarily occupied at regular meetings or at special meetings or conferences jointly approved, shall be paid by the Company at their regular rate of pay.

Article 9

JOINT COMMITTEES:

On alternate months, the Committees shall meet as Joint Committees with Company officials to be named by the Management. On such Joint Committees, the Company officials may equal, but shall not exceed in number, the employees' Representatives.

Article 10

ANNUAL JOINT CONFERENCE:

An Annual Joint Conference, to be attended by the President, Vice-President, and such other officers of the Company as the President may select, and by all the employees' Representatives, shall be held at a time and place to be arranged by the Management and the Representatives. At the Annual Joint Conference, reports shall be made by the President and Secretary of the Representatives, and by the chairmen of the several Committees, upon the work of these bodies, and matters of common interest discussed.

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Article 11

MATTERS FOR ADJUSTMENT:

Any matter requiring adjustment shall in the first instance be referred by employees to the Foreman, and failing satisfactory adjustment shall then be referred to the Superintendent. If satisfactory adjustment is not obtained in this way, employees, either in person or through one or more of the Representatives of their department, may take the matter up for adjustment with the Head of the Service Department. Should the Head of the Service Department fail to effect an adjustment within a reasonable time, the matter may be brought through one of their number to the attention of the Representatives assembled at a regular or special meeting, and if the meeting is of the opinion that it should be further considered, the Representatives shall notify the Management accordingly, and shall name two of their number to act with the Chairman of the Representatives as members of a Joint Conference Committee to which the matter shall be referred. The Joint Conference Committee shall be composed of the three Representatives thus selected and an equal number of Company officials to be named as Representatives of the Management, within three days of receipt by the Management of the names of the Representatives selected. The Joint Conference Committee thus formed shall immediately convene, and endeavor to adjudicate the matter, and shall be at liberty to adopt any course of procedure which in its judgment is best calculated satisfactorily to effect this end.

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Article 12

DISCUSSION OF SUBJECTS OF INTEREST:

Representatives are at liberty at all times to discuss with the Head of the Service Department, either upon their own initiative or at the request of any employee, any subject of interest in the operation of the shipyard or of concern to the employees.

To insure the discussion of such questions, and the maintenance of just and harmonious relations, the Head of the Service Department shall interview the Representatives of each department at least once a month to find out whether there are any subjects meriting discussion or matters requiring consideration.

Article 13

PUBLICITY:

A Monthly Bulletin shall be published as a means of communication between the management, the employees, the stockholders, and the public on matters of mutual interest and of special concern to employees.

A Bulletin Board shall be located in a convenient place in the Plant for the posting by the Service Department, of matters of interest to employees.

Article 14

MEMBERSHIP IN ORGANIZATIONS:

Representation of employees as herein provided for shall not in any way abridge the right of any employee to membership in any organization.

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Dictated at Kingsmere, Que.,
July 11, 1918.

Mr. J. W. Powell,
Vice-President, Bethlehem Shipbuilding Corporation, Limited,
Bethlehem, Pennsylvania.

Dear Mr. Powell:

I have been waiting for the receipt of your revised draft and its return to express to you my appreciation of the many courtesies extended to me, while in Bethlehem, by yourself and Mr. Larkin, as well as the other members of your Company whom I had the pleasure of meeting.

As I have just completed dictating the memorandum with respect to the revise, may I add this word to say how genuinely I enjoyed the opportunities of conversation and the hospitality you so generously and cordially extended. My visit has left many very pleasant memories, and has given me feelings of the utmost satisfaction.

I rejoice to think of so important a venture as the one your Corporation is about to make, being in the hands of men so sympathetic with the larger view of things as Mr. Larkin and yourself. I am confident that no step the Corporation could take at the present juncture could be more important or far-reaching in its significance than the labor policy embodied in the representation plan which we have had the pleasure of working over together. It will mean much to industry generally in America to have the plan succeed in the particular branch of your industry in which it is being introduced. Its success there is certain to mean its wide extension, not only to other branches of your Corporation, but to other industries in America as well. As a part of wise policy, it is both preventive and progressive in the highest degree.

Have you noticed a statement in the press that the National War Labor Board has handed down a decision in the controversy between the General Electric Company and its employees at Pittsfield, Mass.? The press report is to the effect that this decision has ordered the Company to discontinue the practice of making individual contracts with employees. The following statement is also announced:

> "The staff of the Labor Board will devise a system of elections by which workers may choose committees to represent them in dealing with the Company."

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-- As requested by you, I enclose a memorandum of my disbursements in the nature of travelling and incidental expenses in connection with my visit to Bethlehem. I much prefer, as mentioned to you, to leave the matter of compensation for such little service as I may have been able to render, entirely to your Company. It may be that in this matter you would wish to correspond further, and points may come up on which you would like to have further counsel before the plan itself is inaugurated. If so, I hope you will not hesitate to communicate just as freely and frequently as you may wish. I shall be only too happy to regard all such correspondence as part of the day's work, in which it is a privilege to be associated with Mr. Larkin and yourself.

With kind personal regards, Believe me,

Yours sincerely,

W. L. MACKENZIE KING

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CANADA

35697

The Bethlehem Shipbuilding Corporation, Limited,
Bethlehem, Pennsylvania.

in account with

W. L. MACKENZIE KING

Memorandum of Travelling and Incidental Expenses, from summer residence, Kingsmere, Quebec, Canada, to Bethlehem, Pa., and return, for purposes of conference, July 1 and 2, 1918, as per request by wire from Mr. J. M. Larkin, Superintendent of Service Department (telegram dated June 27).

Railroad Transportation, Kingsmere to Ottawa and return; Ottawa to Bethlehem via New York, and New York to Ottawa (but not including Bethlehem to New York), including sleeping and parlor car accomodation, meals on train, hotel, and necessary incidental expenses . . .	$ 75.00

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CANADA

35698

The Roxborough,
Ottawa, July 12, 1918.

Mr. J. E. Powell,
Vice-President, Bethlehem Shipbuilding Corporation, Limited,
Bethlehem, Pennsylvania.

Dear Sir:

As promised in the memorandum attached to Mr. King's letter of yesterday's date, sent to you to-day, I enclose herewith a third copy of the proposed plan of representation as revised by Mr. King, this copy being marked with red and blue pencil so as to indicate the alterations which Mr. King has made in the draft as submitted by you. The additions have been underlined in red; all other changes, in blue.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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REPRESENTATION OF EMPLOYEES

Bethlehem Shipbuilding Corporation, Ltd.

Sparrows Point Plant

Article 1

OBJECT:

The objects in inaugurating Representation of Employees are:

(a) To co-operate with the Government of the United States in its policy to insure continuous and uninterrupted service in shipbuilding.

(b) To promote and maintain just and harmonious relations between the Company and its employees.

(c) To expedite the settlement of any matters requiring adjustment.

(d) To further efficiency and production and improve the general working and living conditions of the Plant.

Article 2

BASIS OF REPRESENTATION:

Employees shall be entitled to elect from among their number, duly authorized Representatives on the basis of representation by trades and departments as herein set forth.

(a) For each department, with less than 300 employees - one Representative.

(b) For each department with from 300 to 1000 employees - two Representatives.

(c) In a department of over 1000 employees, one Representative for every 500 employees.

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x 2. In the following departments which have more than one Representative, there shall be elected one Representative for each of the trades as indicated:

S Department - (1) Riveters, (2) Heaters, (3) Chippers, and Caulkers, (4) Drillers, (5) Reamers and Bolters, (6) Fitters, and (7) Erectors.

T " (1) Loftsmen, (2) Layers-out, (3) Shopmen.

H " (1) Wood Caulkers, (2) Ship Carpenters.

D " (1) Coppersmiths, (2) Plumbers and Pipe Fitters.

x Foot Note

For the first election the quota of Representatives which is based on the distribution of employees by departments as of June 15th, shall be as follows:

Department	Number of Employees	Representatives
S	3259	7
T	824	3
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Y	490	2
H	335	2
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G	263	1
N	228	1
B	220	1
L	195	1
F	165	1
J	151	1
E	134	1
R	96	1
W	54	1
O	45	1
Z	14	1

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Article 3

TERM OF OFFICE:

Election of Representatives shall be held semi-annually. One half the number of Representatives shall be elected at each semi-annual election. Representatives shall hold office for one year.

Provided, however, that at the first election, the full number of Representatives shall be chosen, and

Provided further, that, prior to the date fixed for the semi-annual election following the first election, one half of the Representatives chosen at the first election shall be selected for retirement in such manner as may be determined by the majority vote of the Representatives.

Representatives whose term of office has expired, or who may have been retired as herein provided, shall be eligible for re-election.

Article 4

RECALL AND VACANCIES:

Any Representative shall be recalled on written request of the majority of the employees of a department. A vacancy occurring from any cause shall be filled by a special election to be conducted forthwith in a manner similar to that of the general election.

Article 5

RIGHT TO VOTE:

The right to nominate and to vote for Representatives shall be restricted to employees who have been two months in the service of the Company prior to the dates fixed for Nomination and Election respectively.

Provided, however, that in the case of the first election any employee

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who has been in the service of the Company for one month prior to the date fixed for the Nomination of Representatives shall be permitted to vote.

Article 6

NOMINATION AND ELECTION:

(a) Nomination and election shall be by sealed ballot.

(b) Balloting shall be controlled by tellers. For each Representative to be elected there shall be three (3) tellers, two of whom shall be named by the employees' Representatives, and one by the Management. In the case of the first election, the tellers for the employees shall be chosen, and, subject to approval by the Management, the date of the election itself fixed, by a committee representative of the employees of each department.

(c) Representatives shall be so nominated and elected that representation by departments and by trades as herein above specified shall be assured.

(d) Balloting for nomination of Representatives shall be held on a Friday and election of Representatives on the Tuesday following. Except in the case of the first election provided for as above, the day of nomination shall be the second Friday in the months of January and July respectively, unless otherwise determined by joint consent of the Representatives and the Management.

(e) On the day of nomination, each employee qualified to nominate shall be furnished with a blank ballot on which he shall specify two names as his choice to represent his trade in the department in which he is employed.

(f) From the names as specified (in e) the tellers shall, from each trade, select for each Representative to be appointed, the three names oftenest specified. The employees whose names are thus selected shall be the candidates for election as Representatives.

(g) On the day of election, (the Tuesday following the nomination) each employee qualified to vote shall be furnished with a ballot on which shall be printed the names of the persons nominated to represent each of the trades in the department in which he works. On this ballot, each employee shall cast his vote for Representatives according to trades as herein set forth, to the number of Representatives to which his department is entitled. Having regard to the different trades in each department, the persons receiving the highest number of votes shall be elected.

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Article 7

ORGANIZATION:

(a) After each semi-annual election, the Representatives shall immediately meet for the purpose of electing a Chairman and Secretary from among their number, and for selecting committees.

(b) The following Committees shall be appointed by the Representatives:

1. Wage and Piece Work Schedules
2. Working Conditions and Hours
3. Health, Safety and Sanitation
4. Housing and Living Conditions
5. Transportation
6. Education and Publications
7. Entertainment and Recreation

Each Committee shall be composed of five (5) members, three (3), including its Chairman, to be appointed from among the Representatives, and two (2) from among employees other than Representatives. No Representative shall serve on more than one Committee.

By joint consent of the Representatives and the Management, the membership of any Committee may be reduced or increased, or any two or more Committees may be combined for purposes of joint conference with officials of the Company or for any other reason.

(c) The Company shall provide a suitable place for meetings of Representatives and Committees and for joint conferences with the Management, and upon request of the Representatives shall provide such clerical assistance as may be required.

Article 8

MEETINGS:

Regular meetings of the Representatives and also of each of the Committees shall be held at least once every month.

The regular meetings of the Representatives shall be held at 3 P.M. on the first Wednesday of each month. The regular meetings of the Committees shall be held at the same hour, during the intervening weeks on dates to be arranged between the Representatives and the Management.

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tm.[

Special meetings of the Representatives and of the Committees may be held as occasion may require on the joint approval of the officers of the Representatives and the Management.

For time spent during working hours, Representatives or members of Committees necessarily occupied at regular meetings or at special meetings or conferences jointly approved, shall be paid by the Company at their regular rate of pay.

Article 9

JOINT COMMITTEES:

On alternate months, the Committees shall meet as Joint Committees with Company officials to be named by the Management. On such Joint Committees, the Company officials may equal, but shall not exceed in number, the employees' Representatives.

Article 10

ANNUAL JOINT CONFERENCE:

An Annual Joint Conference, to be attended by the President, Vice-President, and such other officers of the Company as the President may select, and by all the employees' Representatives, shall be held at a time and place to be arranged by the Management and the Representatives. At the Annual Joint Conference, reports shall be made by the President and Secretary of the Representatives, and by the chairmen of the several Committees, upon the work of these bodies, and matters of common interest discussed.

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Article 11

MATTERS FOR ADJUSTMENT:

Any matter requiring adjustment shall in the first instance be referred by employees to the Foreman, and failing satisfactory adjustment shall then be referred to the Superintendent. If satisfactory adjustment is not obtained in this way, employees, either in person or through one or more of the Representatives of their department, may take the matter up for adjustment with the Head of the Service Department. Should the Head of the Service Department fail to effect an adjustment within a reasonable time, the matter may be brought through one of their number to the attention of the Representatives assembled at a regular or special meeting, and if the meeting is of the opinion that it should be further considered, the Representatives shall notify the Management accordingly, and shall name two of their number to act with the Chairman of the Representatives as members of a Joint Conference Committee to which the matter shall be referred. The Joint Conference Committee shall be composed of the three Representatives thus selected and an equal number of Company officials to be named as Representatives of the Management, within three days of receipt by the Management of the names of the Representatives selected. The Joint Conference Committee thus formed shall immediately convene, and endeavor to adjudicate the matter, and shall be at liberty to adopt any course of procedure which in its judgment is best calculated satisfactorily to effect this end.

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Article 12

DISCUSSION OF SUBJECTS OF INTEREST:

Representatives are at liberty at all times to discuss with the Head of the Service Department, either upon their own initiative or at the request of any employee, any subject of interest in the operation of the shipyard or of concern to the employees.

To insure the discussion of such questions, and the maintenance of just and harmonious relations, the Head of the Service Department shall interview the Representatives of each department at least once a month to find out whether there are any subjects meriting discussion or matters requiring consideration.

Article 13

PUBLICITY:

A Monthly Bulletin shall be published as a means of communication between the management, the employees, the stockholders, and the public on matters of mutual interest and of special concern to employees.

A Bulletin Board shall be located in a convenient place in the Plant for the posting by the Service Department, of matters of interest to employees.

Article 14

MEMBERSHIP IN ORGANIZATIONS:

Representation of employees as herein provided for shall not in any way abridge the right of any employee to membership in any organization.

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CANADA

Ottawa July 14-18.

35707

J. W. Powell
Vice President
Bethlehem Ship building Corporation.
Bethlehem
Pennsylvania.

Important
. Would advise ~~suggest~~ that you change name joint Conference Committee
this ~~session~~, timeline, thirteen, seventeen
~~Page~~ Article ~~8th~~ by revise to ~~read~~ ~~Board of adjustments~~ joint
Committee of Adjustments, Steps, also that you add to this ~~Section~~ article the following

~~"In notifying the Management of any matter to be referred to the~~
~~Joint Committee of Adjustment~~
Conference, Steps,
~~Copy~~ The notification from the Representatives to the Management
as herein provided for shall be in writing, and shall specify
the facts which in the opinion of the ~~Representatives~~ constitute
~~objectionable~~ the matter requiring adjustment
~~to be settled~~ and warrant- the presentation to
the Joint Committee of Adjustment (Steps) I would also
suggest that ~~the~~ title of article 12 ~~Agreement~~ discussion of subjects of interest
read matters of ~~mutual~~ interest (Steps) kindly acknowledge receipt this
mine, and ~~letter~~ communications mailed Friday
W. L. Mackenzie King

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35708

N.L. 2

NIGHT LETTER

The Great North Western Telegraph Company of Canada.

Exclusive connection with the
WESTERN UNION TELEGRAPH CO.

Cable Service
to all the world

Z. A. LASH, PRESIDENT

GEO. D. PERRY, GENERAL MANAGER

Receiver's No.	Time Filed	Check

SEND the following ~~NIGHT~~ LETTER subject
to the terms printed on the back hereof, ~~DAY LETTER~~
which are hereby agreed to

Ottawa, July ~~15~~ 14, 1918.

Mr. J. W. Powell,
Vice-President, Bethlehem Shipbuilding Corporation,
Bethlehem, Pennsylvania.

Important. Would advise that you change name Joint Conference Committee, lines twelve, thirteen, seventeen, Article eleven my revise, to read Joint Committee of adjustment. (Stop) Also that you add to this Article the following paragraph: (Stop)

The notification from the Representatives to the Management as herein provided for shall be in writing, and shall specify the facts which in the opinion of the Representatives constitute the matter requiring adjustment and warrant its presentation to the Joint Committee of Adjustment. (Stop)

I would also suggest that title of Article twelve, discussion of subjects of interest, be changed to read Matters of interest. (Stop)

Kindly acknowledge receipt this wire, and communications mailed Friday.

Rept.

~~DAY~~ LETTER
COLLECT

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

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CANADA

35709

Ottawa, July 15-18.

Dear Mr Howell:

Enclosed confirmation of ~~letter~~ cable sent you by ~~this~~ last night. You will see at once the importance of the change of name effected. There will be joint conference Committees formed for other purposes, and Joint Committees which are in the nature of conference Committees. It is well to distinguish this one from the others and identify it with its special function. Board of Adjustment, would suit me quite as well, but perhaps the word Board is better reserved for a ~~standing~~ permanent body. Requiring unanimity - also to be in writing and to specify facts will simplify procedure when the Committee meets, and some other matters being introduced, or used to avoid much in the way of possible controversy ~~as~~ to ~~be~~ up and down when and how the management - more duly ~~clarified~~ clarified and what ~~were~~ the matters were which were up for discussion. This addition will prove, I think, most valuable in many respects.

The ~~wrong~~ change suggested in the latter of paragraph 12 ~~was~~ is obvious enough.

~~I think the Clause~~ The only article that still continues to perplex me is Article 2 - the Board of Conciliation

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I should like to have seen the basis of representation of population as well as by Provinces and Departments. I think it could be worked out satisfactorily on such a basis, but there are evidently determining factors which will be obvious enough to those in the Ministry which are not so apparent to outsiders. Might I suggest, in order to make the whole plan clear, that you supplement the footnote to this article by some such words as the following to precede those already in the footnote " The basis of election as herein provided is tentative only, and may be modified by local consent of the management and representation. It has been found in the experience of other countries that in matters of this character local experience alone is the only sure guide" —— Then follow with the words " For the first election the without some such explanatory words the entire plan is likely to be open to attack by unscrupulous persons and is certain to be misunderstood through honest but ill informed criticism in many quarters. I think this addition might avoid considerable embarrassment in the successful launching of the plan.

Yours very sincerely,

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CANADA

The Roxborough,
Ottawa, July 15, 1918.

Mr. J. W. Powell,
Vice-President, Bethlehem Shipbuilding Corporation, Limited,
Bethlehem, Pennsylvania.

Dear Mr. Powell:

I enclose confirmation of lettergram sent you by wire last night. You will see at once the importance of the change of name suggested. There will be conference committees formed for other purposes, and joint committees which are in the nature of conference committees. It is well to distinguish this one from the others, and identify it with its special function. Board of Adjustment, would suit me quite as well, but perhaps the word 'Board' is better reserved for a permanent body. Requiring notification to be in writing and to specify facts will simplify procedure when the Committee meets, and save other matters being introduced, as well as avoid much in the way of possible controversy as to if and when and how the Management were duly notified, and what the matters were which were up for discussion. This addition will prove, I think, most valuable in many respects.

The reason of the change suggested in the title of paragraph 12 is obvious enough.

The only article that still continues to perplex me is Article 2 - the Basis of Representation. I should like to

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CANADA

have seen the basis <u>representation by population</u>, as well as by trades and departments. I think it could be worked out satisfactorily on such a basis, but there are evidently determining factors which will be obvious enough to those in the industry which are not as apparent to outsiders. Might I suggest that you supplement the footnote to this Article by some such words as the following, to precede those already in the footnote:

> "The basis of election as herein provided is tentative only, and may be modified later on by joint consent of the Management and Representatives. It has been framed with regard to existing organization within the industry, and will, it is believed, prove generally satisfactory. In such matters, experience alone is the only sure guide." - - -

Then follow with the words:

> "For the first election," etc.

Without some such explanatory words, the entire plan is laid open to attack by an uninformed though possibly well intentioned press, and is certain of attack from prejudiced quarters. I think this slight addition might avoid considerable embarrassment in the successful launching of the plan.

Yours sincerely,

W. L. MACKENZIE KING

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CANADA

35713

CONFIRMATION OF TELEGRAM

Night Letter

Ottawa, July 14, 1918.

Mr. J. W. Powell,
Vice-President, Bethlehem Shipbuilding Corporation,
Bethlehem, Pennsylvania.

Important. Would advise that you change name Joint Conference Committee, lines twelve, thirteen, seventeen, Article eleven my revise, to read Joint Committee of Adjustment. (Stop) Also that you add to this Article the following paragraph. (Stop)

The notification from the Representatives to the Management as herein provided for shall be in writing, and shall specify the facts which in the opinion of the Representatives constitute the matter requiring adjustment and warrant its presentation to the Joint Committee of Adjustment. (Stop)

I would also suggest that title of Article twelve, Discussion of Subjects of Interest, be changed to read Matters of Interest. (Stop).

Kindly acknowledge receipt this wire, and communications mailed Friday.

W. L. Mackenzie King.

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FORM 1 T.W.

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

3571

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

JUN 15 1918

312 MOAK 107

SO BETHLEHEM PA 15

W L MCKENZIE KING

THE ROXBOROUGH OTTAWA ONT

. YOUR LETTERS OF THE 11 TH ALSO COPY OF REPRESENTATION OF EMPLOYEES SHOWING CHANGES PROPOSED AND TELEGRAM OF 11TH OF JULY. RECD. THINK CHANGES EXCELLENT AND AM INCORPORATING ALL OF THEM EXCEPT ANNUAL JOINT CONFERENCE WHICH I DO NOT WISH TO INCLUDE UNTIL HAVE WATCHED PLAN LONG ENOUGH TO BE WILLING TO FURTHER IT AS PART OF CENTRAL ORGANIZATION STOP AFTER CONFERENCE

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CANADA

CLASS OF SERVICE	SYMBOL
Day Message	
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FORM 1 T.W.

35[illegible]5

GREAT NORTH WESTERN TELEGRAPH AND CABLE TELEGRAM

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

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Day Letter	Blue
Night Message	Nite
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11498

312 MOAK

KING OTTAWA SEC SHT

WITH MR GRACE YESTERDAY WE ARE PROCEEDING TO PUT PLAN INTO OPERATION AND MR LARKIN LEAVES FOR SPARROWSPOINT WEDNESDAY TO ASSIST IN WORKING OUT DETAILS AND GETTING PLAN UNDER WAY STOP THANK YOU FOR YOUR INTEREST AND FOR YOUR VALUABLE ADDITIONAL SUGGESTIONS

J W POWELL.

W. L. Mackenzie King Papers

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CANADA

35716

Bethlehem Shipbuilding Corporation, Ltd.

J. W. POWELL
VICE PRESIDENT

Bethlehem, Pa. July 16, 1918.

IN REPLY REFER TO

My dear Mr. King:-

There is enclosed herewith a copy of proposed plan of Representation as I have forwarded it to Sparrows Point to be put into effect.

Your letter of the 11th with the revise, and your later telegram with reference thereto were very helpful and in practically every case we accepted the modifications that you proposed. The only item that we did not accept was Article 10 because we are not yet ready to acknowledge this plan as a child of the Central Organization which would have been necessary in the insertion of this article at this time. We can however, very well put in the Annual Joint Conference at a later date.

I was interested in looking over the report of the proceedings of the Joint Conference of the Minnequa Steel Works of the Colorado Fuel and Iron Company at Pueblo and also the blank form used by the President's Industrial Representative and will adopt a similar form to the latter in handling our monthly call on the Representatives.

I also much appreciated your personal letter of the 11th and want to tell you again how highly we value the suggestions and assistance that you have given us in drawing up this plan. We will be calling on you further from time to time for advice and assistance as this plan is put into operation

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35717

Bethlehem Shipbuilding Corporation, LTD.

2--Mr. King.

and with best wishes, I am

Very truly yours

J. R. Booth

Mr. W. L. McKenzie King,
The Roxborough,
Ottawa, Canada.

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CANADA

35718

COPY

July 14, 1918
FINAL COPY

REPRESENTATION OF EMPLOYEES

Bethlehem Shipbuilding Corporation, Limited

Sparrows Point Plant

- - - - - - - -

Article 1

OBJECT:

The objects in inaugurating Representation of Employees are:

(a) To cooperate with the Government of the United States in its policy to insure continuous and uninterrupted service in shipbuilding.

(b) To promote and maintain just and harmonious relations between the Company and its employees.

(c) To expedite the settlement of any matters requiring adjustment.

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*Foot Note

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O	45	1
Z	14	1

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Provided further, that prior to the date fixed for the semi-annual election following the first election, one half of the Representatives chosen at the first election shall be selected for retirement in such manner as may be determined by the majority vote of the Representative.

Representatives whose term of office has expired, or who may have been retired as herein provided, shall be eligible for re-election.

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Any Representative shall be recalled on written request of the majority of the employees of a department. A vacancy occurring from any cause shall be filled by a special election to be conducted forthwith in a manner similar to that of the general election.

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Provided, however, that in the case of the first election any employee

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who has been in the service of the Company for one month prior to the date fixed for the Nomination of Representatives shall be permitted to vote.

Article 6.

NOMINATION AND ELECTION

(a) Nomination and election shall be by sealed ballot

(b) Balloting shall be controlled by tellers. For each Representative to be elected there shall be three (3) tellers, two of whom shall be named by the employees Representatives, and one by the Management. In the case of the first election, the tellers for the employees shall be chosen by a committee representative of the employees of each department.

(c) Representatives shall be so nominated and elected that representation by departments and by trades as herein above specified shall be assured.

(d) Balloting for nomination of Representatives shall be held on a Friday and election of Representatives on the Tuesday following. Except in the case of the first election, provided for as above, the day of nomination shall be the second Friday in the months of January and July respectively, unless otherwise determined by joint consent of the Representatives and the Management.

(e) On the day of nomination, each employee qualified to nominate shall be furnished with a blank ballot on which he shall specify two names as his choice to represent his trade in the department in which he is employed.

(f) From the names as specified (in e) the tellers shall, from each trade, select for each Representative to be appointed, the three names oftenest specified. The employees whose names are thus selected shall be the candidates for election as Representatives.

(g) On the day of election, (the Tuesday following the nomination) each employee qualified to vote shall be furnished with a ballot on which shall be printed the names of the persons nominated to represent each of the trades in the department in which he works. On this ballot, each employee shall cast his vote for Representatives according to trades as herein set forth, to the number of Representatives to which his department is entitled. Having regard to the different trades in each department, the persons receiving the highest number of votes shall be elected.

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Article 7.

ORGANIZATION

(a) After each semi-annual election, the Representatives shall immediately meet for the purpose of electing a Chairman and Secretary from among their number, and for selecting Committees.

(b) The following Committees shall be appointed by the Representatives;

1. Wage and Piece Work Schedules
2. Working Conditions and Hours
3. Health, Safety and Sanitation
4. Housing and Living Conditions
5. Transportation
6. Education and Publications
7. Entertainment and Recreation.

Each Committee shall be composed of five (5) members, three (3) including its Chairman, to be appointed from among the Representatives, and two (2) from among employees other than Representatives. No Representative shall serve on more than one Committee.

By joint consent of the Representatives and the Management, the membership of any Committee may be reduced or increased, or any two or more Committees may be combined for purposes of joint conference with officials of the Company or for any other reason.

(c) The Company shall provide a suitable place for meetings of Representatives and Committees and for joint conferences with the Management, and upon request of the Representative shall provide such clerical assistance as may be required.

Article 8.

MEETINGS

Regular meetings of the Representatives and also of each of the Committees shall be held at least once every month.

The regular meetings of the Representatives shall be ehld at 3 P.M. on the first Wednesday of each month. The regular meetings af the Committees shall be held at the same hour, during the intervening weeks on dates to be arranged between the Representatives and the Management.

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Special meetings of the Representatives and of the Committees may be held as occasion may require on the joint approval of the officers of the Representatives and the Management.

For time spent during working hours, Representatives or members of Committees necessarily occupied at regular meetings or at special meetings or conferences jointly approved, shall be paid by the Company at their regular rate of pay. Expenses incident to the Representation of Employees authorized and approved jointly by the Representatives and the Management will be paid by the Company.

Article 9.

JOINT COMMITTEES

On alternate months, the Committees shall meet as Joint Committees with Company officials to be named by the Management. On such Joint Committees the Company officials may equal, but shall not exceed in number the employees' Representatives.

Article 10.

MATTERS FOR ADJUSTMENT

Any matter requiring adjustment shall in the first instance be referred by employees to the Foreman, and failing satisfactory adjustment shall then be referred to the Superintendent. If satisfactory adjustment is not obtained in this way, employees, either in person or through one or more of the Representatives of their department, may take the matter up for adjustment with the Head of the Service Department. Should the Head of the Service Department fail to effect an adjustment within a reasonable time, the matter may be brought through one of their

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number to the attention of the Representatives assembled at a regular or special meeting, and if the meeting is of the opinion that it should be further considered, the Representatives shall notify the Management accordingly and shall name two of their number to act with the Chairman of the Representatives as members of a Joint Committee of Adjustment to which the matter shall be referred. The notification from the Representatives to the Management as herein provided shall be in writing and shall specify the facts which in the opinion of the Representatives constitute the matter requiring adjustment and warrant its presentation to the Joint Committee of Adjustment. The Joint Committee of Adjustment shall be composed of the three Representatives thus selected and an equal number of Company officials to be named as Representatives of the Management, within three days of receipt of by the Management of the names of the Representatives selected. The Joint Committee of Adjustment thus formed shall immediately convene, and endeavor to adjudicate the matter, and shall be at liberty to adopt any course of procedure which in its judgment is best calculated satisfactorily to effect this end.

Article 11.

MATTERS OF INTEREST.

Representatives are at liberty at all times to discuss with the Head of the Service Department, either upon their own initiative or at the request of any employee, any subject of interest in the operation of the shipyard or of concern to the employees.

To insure the discussion of such questions, and the maintenance of just and harmonious relations, the Head of the Service Department shall interview the Representatives of each department at least once a month to find out whether there are any subjects meriting discussion or matters requiring consideration.

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Article 12.

PUBLICITY

A Monthly Bulletin shall be published as a means of communication between the management, the employees, the stockholders, and the public on matters of mutual interest and of special concern to employees.

A Bulletin Board shall be located in a convenient place in the Plant for the posting by the Service Department of matters of interest to employees.

Article 13.

MEMBERSHIP IN ORGANIZATIONS

Representation of employees as herein provided for shall not in any way abridge the right of any employee to membership in any organization.

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35726 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

It is agreed between the sender of the message on the face of this form and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of any unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

Correctness in the transmission and delivery of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding one thousand miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

RUSH :

Ottawa, July 17, 1918.

Mr. J. W. Powell,
Vice-President, Bethlehem Shipbuilding Corporation,
Bethlehem, Pennsylvania.

Apropos my letter July fifteenth, would suggest you add to section C, Article 2, Basis of Representation, the following words (quote) "or fraction thereof" (end quote). This intention is evidenced by figures in footnote and would make a consistent basis of representation by population.

W. L. MACKENZIE KING

Confirmation sent.

COLLECT

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35727

Bethlehem Shipbuilding Corporation, Ltd.

J. W. POWELL
VICE PRESIDENT

Bethlehem, Pa. July 22, 1918.

IN REPLY REFER TO

My dear Mr. King:-

REPRESENTATION OF EMPLOYEES

In reference to your telegram of the 14th and letter of the 15th, I am enclosing herewith a dozen printed copies of "Representation of Employees", in which you will find incorporated your latest suggestions.

On the subject of Representation by Population, I want to try out the Representation as we originally outlined it, but this and other features in this plan are subject to adjustment if we find we can get better results along different lines.

Mr. Larkin and Anderson have been at work on this matter now for several days and I expect reports as to progress very shortly, and I will again communicate wi th you with reference thereto.

While in Boston on Friday, I told Mr. Guy Currier, who is counsel for our Fore River Plant, of the fine assistance you had given us and yesterday he said he had wired you to come to Boston to help him in connection with the strike at the General Electric Company. You will find Mr. Currier one of the finest men to work with and a man of many ideas and I am sure that your mutual association will be a very pleasant and satisfactory one.

Very truly yours,
BETHLEHEM SHIPBUILDING CORPORATION LTD

J. W. Powell
VICE PRESIDENT.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

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35728

The Roxborough,
Ottawa, July 31, 1918.

Mr. J. W. Powell,
Vice-President, The Bethlehem Shipbuilding Corporation,
Bethlehem, Pennsylvania.

My dear Mr. Powell:

I received, on my return to Ottawa to-day, your kind letter of the 22nd, and wish to thank you for the printed copies of "Representation of Employees", enclosed therewith.

It affords a real pleasure to see the draft in print, and I am delighted to know that Mr. Larkin and Mr. Anderson have been at work on the inauguration of this new feature of the Company's organization. I much appreciate your promise to let me know when the plan has been launched and public announcement thereof duly made.

May I take advantage of this letter to express to you my real gratitude for your kindness in speaking of me to Mr. Currier in the generous manner in which you certainly must have done. Through Mr. Currier I have been brought in close contact with the officers of the General Electric Company, and already, at the request of Mr. Fish, the Manager of the Lynn plant, have completed an investigation of relations between the management and employees at other of the Company's plants, preliminary to offering suggestions relative to the formation of works committees at the Company's plant at Lynn. The work has in it possibilities of considerable service, and I shall do my utmost not to disappoint the confidence so generously shown on the part of Mr. Currier and yourself.

I am indeed glad to have had the pleasure of making Mr. Currier's acquaintance, for I have found his personality and ability to be all that your letter describes them to be. I know that my association with him will be of real assistance to me, and I can only hope that it will be possible to have it become of mutual assistance as well.

Yours very truly,

W. L. MACKENZIE KING

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35729

Bethlehem Shipbuilding Corporation, Ltd.

J. W. POWELL
VICE PRESIDENT

Bethlehem, Pa. August 7, 1918.

IN REPLY REFER TO

Mr. W. L. MacKenzie King,
The Roxborough,
Ottawa, Canada.

My dear Mr. King:-

The enclosed copy of the Daily Log covering the Inauguration of the Plan of Representation of Employees at the Sparrow's Point Plant will be interesting to you.

I find that somewhat over half of the employees have accepted the plan and will be represented on the Committee. The Iron Trades, which comprise the other half of our force have refused to accept it and I understand take the position that their representatives must be appointed by the Union which of course we will not stand for.

I am quite satisfied to go ahead with this plan on the present basis and believe that after it has been in operation, the Trades not now represented will be glad to change their attitude, and come in with the rest of the men.

Very truly yours

J. W. Powell

Vice President.

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35730

DAILY LOG
of
INAUGURATION OF PLAN OF REPRESENTATION OF EMPLOYEES
SPARROW'S POINT PLANT

1918

June 11 - The Company received a petition signed by thirty-three employees requesting authorization to form a Committeeof Representatives from each department to deal with Management.

June 19 - Plan was submitted to J. W. Powell by S. Anderson

June 25 - Proposal was considered at Manager's Meeting. Decided to grant request and to draft a plan to be submitted to the employees for approval.

June 26 - Telegram to W. L. Mackenzie King asking him to come to Bethlehem for a conference.

July 1 - Messrs. J. W. Powell, W. L. Mackenzie King and J. M. Larkin prepared tentative
2 - draft of Plan.

July 14 - Final draft of Plan was approved by the Corporation incorporating several additional suggestions made by W. L. Mackenzie King.

July 18 - J. M. Larkin held a conference with Plant Officials to explain final draft of Plan.
The suggestion was made by the Management that before any attemtp was made to put Plan into effect, a meeting should be held of all Foremen to explain the application of same.

July 24 - Meeting of Foremen held in Hotel Emerson. Plan was explained and cooperation promised.

July 25 - Meeting at Plant of original petitioners and other employees to the number of sixty, representing all trades. The Plan was read by paragraphs and was accepted in all its phases up to Article #7, the principal objection being offered by the Boilermakers, Chippers and Caulkers, Riveters and Drillers. Their objection was that the Plan should not include a Wage and Piece Work Schedules Committee as this was a matter for the Unions to adjust with the Company.
There was much discussion on this particular point and the above mentioned tradesmen asked to have the official acceptance of the Plan held over for a period of three (3) days. Their real object, however, was to submit it to the Business Agent of their local for his approval. A vote was taken substantiating the wishes of the above mentioned tradesmen and afterwards rescinded by the entire Committee on the ground that the Plan seemed fair and was not a matter for outside consideration. The Chairman at this point, declared a recess for twenty minutes to reconsider the motion to withhold approval for three days. On reconvening, one of the members made a motion that the vote to withhold approval of the Plan be rescinded with an amendment that the Plan be submitted for immediate approval.
The Chairman called for a vote on the question of continuing provision for a Wage & Piece Work Schedules Committee, which was carried by 40 to 20, with a further amendment to accept the Plan in its entirety, the only

W. L. Mackenzie King Papers
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change recommended was that the second highest candidate for representative in each department be considered the alternate to act in the absence of the regular representative.
The objection to the Plan centers around the leaders of the Delaware River Iron Workers Council, who have in the past, operated Committees of three from each trade. These committee men have dominated the Plan and do not welcome the idea of having one man from each trade represent them as they will be unable to outweigh the other trades, who, they feel, will retard their individual progress. This however, is precisely what the other tradesmen wish to bring about, not desiring to be represented by the Iron workers.

July 29 - P. Joyce, Business agent for the Delaware River Shipbuilders Council representing Iron Workers, visited the Plant and informed the management that the plan was considered at a meeting on July 26th, and a vote had been taken to fine any member affiliating with the Plan, twenty five dollars ($25,00) His statement was that the Plan was the first step toward the disorganization of the Unions and that the Company should take up such matters as the plan provided for, with the Business Agents of the various locals.

July 31 - Brelsford, Acting Chairman of the Employees Committee, reports having the official approval of all trade union organizations excepting the Boilermakers and Iron Shipbuilders.
A copy of the Plan was submitted by one of the employees, to Washington and Mr. Savage was interviewed with reference to same. Hastings, representing the Machinists in the Plant, states that the Plan carried the endorsement of the Executive Committee of Machinists in Washington.
It is also reported, Ferguson, Representing the American Federation of Labor in Baltimore, stated that the employees should accept the Plan as it was apparently drawn up without any "jokers".
Brelsford, the Temporary Chairman of the body is a member of the Electrical Union and has secured entre to several of the other Organizations meetings to speak in defense of the Plan.

August 1- Printed copies of the Plan, containing the names of the sixty employees present at the conference on July 25th, when the plan was approved, were distributed to the men on leaving the Plant at night. Representatives of the Company and J. M. Larkin inspected all of the Workmen's trains from the Plant to Baltimore with a view toward determining the attitude of the men toward the Plan. Of the 7000 copies distributed, about 75 copies were left in the trains or thrown away by the employees.
J. M. Larkin visited the Plant and endeavored to have the nomination for representatives conducted on Friday August 2, but owing to the work entailed in the preparation of nomination ballots and conforming to a request from the Employees Committee to hold same over until Tuesday, August 6th, the Plant Management granted their request, Brelsford, the Employees Chairman, assured the Plant Managementthat they would positively proceed with the nomination and election but a few days were desired to allow them to quietly work up sentiment in favor of the plan among the Iron Workers.

August 2 Meeting of the Boilermakers and Iron Shipbuilders was held in Baltimore at which, Brelsford states, about fifty employees attended prepared to have the

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vote imposing a fine of $25.00 rescinded. He also tried to gain admittance to the meeting to speak in defense of the Plan, but was refused same.

August 5 A meeting of the Tellers was appointed by the Workmen and the Company to conduct the election on Tuesday August 6th, was held. All departments excepting the Ironworkers, including Chippers and Caulkers, Drillers, Riveters, Boilermakers and Fabricating Department, were present, The blacksmiths, also a member of the same local, would not appoint Tellers They are holding a meeting tonight and may change their attitude. The Tellers who attended the meeting were quite enthusiastic. Nominations will be held between 9 and 12 o'clock Tuesday

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daily

DAILY LOG
of
INAUGURATION OF PLAN OF REPRESENTATION OF EMPLOYES
– SPARROW'S POINT PLANT

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held over for 3 days

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35736

Bethlehem Shipbuilding Corporation, Ltd.

J. W. POWELL
VICE PRESIDENT

Bethlehem, Pa. August 8, 1918.

IN REPLY REFER TO

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear Mr. King:-

Answering your letter of the 31st ultimo, I am just back from Boston and have had a long talk with Mr. Currier about the General Electric situation.

A labor situation has also arisen in connection with our Steel Company which is now receiving our fullest attention, and we may shortly be asking that you give us a considerable share of your time in handling this problem.

This will probably come to a head within a comparatively few days and this is merely a preliminary word in case we are wiring you for another visit to Bethlehem.

Very truly yours,
BETHLEHEM SHIPBUILDING CORPORATION LTD

VICE PRESIDENT.

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CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

35737 73-1204

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT 203 TREMONT STREET, BOSTON

33B MO 28/4 EX

SOUTHBETHLEHEM PA AUG 9 VIA OTTAWA ONT AUG 10 1918

W L MCKENZIE KING HY 38

TOURAINE HOTEL BOSTON MASS

CAN YOU BE IN BETHELHEM MONDAY MORNING AT 1115 FOR IMPORTANT CONFERENCE AND IF POSSIBLE COME PREPARED TO STAY SEVERAL DAYS

J W POWELL

1059AM

Rfd Aug 11

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35738

Bethlehem, Pa., August 10, 1918.

W. L. Mackenzie King,
The Roxborough, Ottawa, Canada.
Forwarded To Hotel Touraine, Boston, Mass.

Can you be in Boston Monday morning at eleven-fifteen for important conference, and if possible come to stay several days.

J. W. Powell.

Received Southampton August 11. 1918

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35739

Swampscott, Mass., August 11, 1918.

Mr. J. W. Powell,
Vice-President, Bethlehem Shipbuilding Corporation,
Bethlehem, Pennsylvania.

Your wire received here. Am arranging to be in Bethlehem tomorrow at eleven-fifteen.

W. L. Mackenzie King.

PREPAID

W. L. Mackenzie King Papers

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CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
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WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

Form 1201

35740

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT

97BBABO 46

1918 AUG 29 PM 9 02

SOUTHBETHLEHEM PA AUG 29TH 1918 710PM

MR W L MACKENZIE KING

HARVARD CLUB

27 WEST 44 ST

NYC

LARKIN ON HIS WAY TO QUINCY TO GET MARRIED AND MR GRACE IS AWAY FOR A FEW DAYS STOP I SHALL BE IN NEWYORK TOMORROW NIGHT BUT NOT UNTIL AFTER YOU LEAVE AND DO NOT THINK THERE IS ANYTHING JUST NOW THAT REQUIRES YOUR STAYING OVER

J W POWELL

727PM

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35741

Bethlehem Shipbuilding Corporation, Ltd.

J. W. POWELL
VICE PRESIDENT

Bethlehem, Pa. December 18th, 1918.
IN REPLY REFER TO

My dear Mr. King:-

I just received your book "Industry and Humanity", which I shall read with a great deal of pleasure and for which I wish to thank you very sincerely.

With best wishes and hoping for the pleasure of seeing you at an early date, I am

Many Kinds - which we can say with good cheer now the war is over -

Yours very truly

Jno. Powell

Mr. MacKenzie King,
The Roxborough,
Ottawa, Canada.

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CANADA

35742

"Tuesday"
24th Dec 1918

Dear Mr. King

Thanks a thousand times
for sending me a copy of
your new book. It was dear
of you, & I appreciate your kind
ness more than I can say.
I am so sorry that I had to

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call my little dinner party
off - am I have a very bad
attack of "Neuritis" through my arm
& shoulder & have a nurse here
looking after me - It is so unfortunate, as I had been looking
forward to a jolly evening
& now I will be here all by
myself - Wishing you all good
"Xmas" wishes, & again many thanks
for the book -

Yrs sincerely
Louise Powell

35743

W. L. Mackenzie King Papers

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CANADA

CARNEGIE CORPORATION
35744

ANDREW CARNEGIE
2 EAST 91ST STREET
NEW YORK

December 3, 1918.

Dear Mr. King:

I hope you will not go to the other side without giving us a call at this address. There is a matter I am anxious to discuss with you and I trust it may not be long until we can have a visit. In addition to my desire to see you I know that your visit would give Mr. and Mrs. Carnegie great pleasure. When do you expect to be in New York?

Of course you have heard of Miss Margaret's engagement to Roswell Miller. He is a fine manly young fellow and everyone is very happy.

With warm regards, I am,

Very Sincerely yours,

John A. Boynton

W. J. Mackenzie King, Esq.,
Ottawa, Canada.

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CANADA

CARNEGIE CORPORATION
35745

ANDREW CARNEGIE
2 EAST 91st ST.

New York, December 30th, 1918.

Dear Mr. King:

Quite aside from the interesting subject of discussion, it was a real pleasure to meet you last evening and I regret that our visit was so brief.

I am enclosing the Charter, Constitution and By-Laws of Carnegie Corporation of New York, with a list of its trustees and officers, and some Letters of Gift and Resolutions of Acceptance. I also send you a typewritten article on the Corporation which I have prepared for a Manual of Carnegie Benefactions, about to be printed. This article gives a brief account of the activities of the Corporation since its establishment in 1911. The Charter states that the Corporation is "To promote the advancement and diffusion of knowledge and understanding by aiding technical schools, institutions of higher learning, libraries, scientific research, hero funds, useful publications and by such other agencies and means as shall from time to time be found appropriate therefor", but a glance at the list of appropriations on page 5 of the typed material will show the broad interpretation this has been given, particularly since the outbreak of war.

Mr. Carnegie, Mr. Franks and Mr. Bertram are life-trustees of the Corporation and I was elected to the term seat (five years) in 1916. Messrs. Root, Woodward, Pritchett, Church and Taylor are ex officio trustees.

I think this material will give you a fairly comprehensive idea of the Corporation's present activities and future possibilities. The Corporation represents Mr. Carnegie's surplus wealth and in studying its work I think you should also have some light on the man who created it. For this purpose I enclose a reprint of the story Mr. Carnegie told the United States Commission on Industrial Relations in 1915. It is one of the most human pieces of testimony that has ever been reported and you cannot fail to appreciate and enjoy it.

I look forward to seeing you in the week beginning January 12th, and hope to have a word from you in the meantime.

Sincerely yours,

John A Poynton

W. L. Mackenzie King, Esq.,
Ottawa, Ontario,
Canada.

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CANADA

CARNEGIE CORPORATION OF NEW YORK

CHARTER

This Corporation was chartered under the Laws of the State of New York, June 9, 1911, "For the purpose of receiving and maintaining a fund or funds, and applying the income thereof to promote the advancement and diffusion of knowledge and understanding among the people of the United States, by aiding technical schools, institutions of higher learning, and by such other agencies and means, as shall from time to time to found appropriate therefor."

On April 23, 1917, the Corporation was empowered by an amendment of its charter, to hold and administer funds for use in Canada or the British Colonies, for the same purpose as those to which it is authorized to apply its funds in the United States.

CONSTITUTION

The Constitution of Carnegie Corporation of New York provides for nine Trustees, of whom five are ex officio, the Presidents of the five other organizations founded by Mr. Carnegie. This measure was adopted on two grounds. First, because it was believed to furnish a wise method for all time for choosing efficient Trustees. These organizations are governed by Boards composed in most cases of men drawn from different parts of the country. They are likely to choose Presidents upon grounds of character and ability, and they are free, presumably, from local preferences. Secondly, this method of choosing Trustees will keep the five organizations in close touch with the Carnegie Corporation of New York. In order that this relationship shall not be impaired, it is

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provided in the Constitution of the Corporation, that when any individual ceases to be President of one of the five institutions, he ceases ipso facto to be a Trustee of the Carnegie Corporation of New York. The other four Trustees are elected by the Board.

HISTORY

As long ago as 1889, Mr. Carnegie wrote an essay for the North American Review entitled, "The Gospel of Wealth", in which he expounded the belief that surplus wealth is a sacred trust to be administered for the good of society, its possessor retaining sufficient only to insure for himself and family the comforts and usages to which they were accustomed.

It was in conformity with this Gospel that Mr. Carnegie, upon retiring from business in 1901, undertook the distribution of his wealth, by endowing the activities which in his judgment were best calculated to produce the most beneficial results for his fellowmen.

Carnegie Corporation of New York, the final and largest endowment, is the logical result of the theory that all surplus wealth should be disposed of during its possessor's lifetime. After the distribution of nearly $200,000,000 to many causes, Mr. Carnegie conveyed to this Corporation $125,000,000, par value, in bonds of the highest order of security.

PURPOSES

The founder expressed a desire that his Trustees should, in the first place, continue the work which he had been carrying on, or similar beneficial work, and secondly, that the income should be used for those purposes which in their judgment would serve the highest aims and ideals of our citizenship. Mr. Carnegie has given to the Board of Trustees full power and liberty of action, enabling it thereby to deal with the changing circumstances that future conditions may disclose.

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The five organizations previously endowed by Mr. Carnegie are the Carnegie Institute, at Pittsburgh, - embracing the Fine Arts Museum, Institute of Technology, Library School and Music Hall Department, - The Carnegie Institution of Washington devoted to scientific research and discovery, the Carnegie Foundation for the Advancement of Teaching, the Carnegie Hero Fund Commission and the Carnegie Endowment for International Peace. To these establishments, Mr. Carnegie had already given between eighty and ninety millions of dollars.

The five institutions thus founded and endowed by Mr. Carnegie are devoted to stated purposes. Their endowments may be used under his deeds of gift, only for the objects named or for similar purposes in the latitude given the trustees under the charters of their respective institutions.

The Carnegie Corporation was created to serve a far wider purpose. While it may aid the five institutions already founded by Mr. Carnegie to develop and extend their work, these will in the nature of the case claim only a minor part of the income of this great trust. That income he intended to remain unencumbered, capable of being turned to whatever cause or agency the trustees of succeeding generations may judge most significant. Mr. Carnegie's conception was a far reaching one. He had endowed agencies in education, in international peace, in scientific research and in philanthrôpy. In the Carnegie Corporation he created a permanent reservoir of social energy. The income of the Corporation remains forever liquid. It cannot be imprisioned in fixed form. If the

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CANADA

Trustees of one year or of a term of years fail to use the income for the highest purposes, they will at least pass on to the trustees who follow them, the same potential ability for human development. Mr. Carnegie has so planned this endowment that for all time the income of this noble gift to his countrymen shall be in mobile form, capable of being turned to the solution of those problems and to the aid of those causes that the trustees of each generation may find most significant and fruitful in promoting the increase and diffusion of knowledge and understanding amongst the people.

The advantages of such flexibility are illustrated by the meeting of the immediate needs arising out of war conditions by appropriations which already amount to more than three million dollars. Money has been provided to enable the Carnegie Institution, the Institute at Pittsburgh, and the Peace Endowment to devote their facilities to services that are highly valued by the Government. Library buildings have been provided for the National Army cantonments. Generous sums have been contributed to the Red Cross and to the war funds of the Knights of Columbus, the Young Men's and Young Women's Christian Associations, and of sundry similar organizations.

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APPROPRIATIONS

Since its organization in 1911, the Corporation has voted $49,817,450.54 for purposes within its scope under the following heads:

Affiliated Organizations.		
Carnegie Institution of Washington		$ 300,000.00
Carnegie Institute, at Pittsburgh		6,500,979.67
Carnegie Foundation for the Advancement of Teaching		15,250,000.00*
Teachers' Insurance and Annuity Association		1,000,000.00
Church Peace Union		2,025,000.00
Unaffiliated Organizations.		
American National Red Cross		1,500,000.00
Knights of Columbus War Work Fund		250,000.00
Young Men's Christian Association War Work Fund		250,000.00
Young Women's Christian Association War Work Fund		100,000.00
War Service Committee, American Library Association: For the erection of thirty-two frame library buildings at the National Army Cantonments		320,000.00
Study of Methods of Americanization		190,000.00
National Research Council		150,000.00
National Security League		150,000.00
National Civic Federation		53,000.00
War Camp Community Recreation Service		50,000.00
American Museum of Safety		40,000.00
American Agricultural Organization Society		30,000.00
Educational Institutions (not including medical)		2,533,552.78
Medical Education		1,769,333.33
Immigration and Settlements		100,820.00
Library Buildings		14,174,148.91
Church Organs		1,891,294.65
Miscellaneous:		
Church Pension Fund: To make up loss of interest arising from deferred payments of the amounts subscribed, and to enable the plan to be put into immediate operation	$324,744.87	
New York Association for the Blind:		
Towards endowment $100,000		
Towards general expenses 2,000	102,000.00	
New York Zoological Society: Towards a pension fund for the employes of the Society	100,000.00	
Simplified Spelling Board	110,000.00	
Other Miscellaneous	552,576.33	1,189,321.20
Total		$49,817,450.54

*Of this amount $2,000,000 was part of the original endowment of the Foundation, $1,250,000 (par value of bonds) was given to provide an endowment for the Division of Educational Inquiry. The remainder to be paid over a term of years, will enable the Foundation to complete the payment of pensions to teachers in the colleges associated with it, and to transform its pension system into a contributory form, planned to secure a permanent solution of the problem of teachers' pensions.

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FINANCES

At the close of the fiscal year, September 30, 1918, the principal funds of the Corporation, including reserve amounted to $129,670,303.84.

The appropriations during the year were $15,973,239.66.

TRUSTEES OF CARNEGIE CORPORATION

Andrew Carnegie

Elihu Root

Henry S. Pritchett

Robert S. Woodward

Charles L. Taylor

Robert A. Franks

James Bertram

Samuel H. Church*

John A. Poynton

OFFICERS

Andrew Carnegie, President

Elihu Root, Vice President

Robert A. Franks, Vice President and Treasurer

James Bertram, Secretary.

Address, 576 Fifth Avenue, New York City.

*Elected President of Carnegie Institute, November 19, 1914 to succeed William N. Frew.

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CARNEGIE CORPORATION
35752

THE ROXBOROUGH
OTTAWA.

January 4. 1919.

My dear Mr. Rogers:

I have received and read with the utmost interest your letter of December 30, and its important enclosures.

The account of Mr. Carnegie's testimony before the Commission on Industrial Relations I read in the New York Herald at the time. I have received it from Mr. Bryce. [illegible] with [illegible] pleasure and satisfaction. I remember well the interest it aroused

there is so great a trust; and such a responsibility - to refuse to do so when the opportunity presented?

I can but express my deep thanks to you for your hospitality - on Sunday night, our conversation was too interesting, the significance too great, to admit of much being said of anything else. I did appreciate your many courtesies and kind words. I am deeply grateful too for the letter and the enclosures, which this is so inadequate an acknowledgment.

Yours very sincerely,

W. L. Mackenzie King.

Hon. Robert Rogers.

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at the time and how com-
pletely his character ~~influenced~~ ~~carried~~
~~away~~ both the audience
and the Commissioners,
and later the public. It
is impossible not to recognize
a genuine love for his
fellow-men in all the relation-
-ships of his Carnegie honor-
-ful career - and a genuine
desire for a world brotherhood.

I then read the Charter,
Constitution and By-laws of
Carnegie Corporation of New
York with much ~~greater~~ more care
and interest than I have
ever learned similar
documents. The by-provisions
which on the Corporation
I have found particularly
interesting and illuminating,
which it suggests of potentates
homes for the highest
benefit of human service,
it is difficult to ~~express~~
~~in words~~. The thought
of the heaviness of respon-
-sibility in having anything
to do with the administ-
-rations of so noble and
great a trust - of the
one which seems to
hover over most. What
a responsibility to assume

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Carnegie, Andrew
Mr King's Family

35754

The Roxborough,
Ottawa, February 27, 1918.

Dear Mr. Poynton:

Allow me to thank you most heartily for your kindness in obtaining for me the splendid photo of Mr. Carnegie. I cannot say how genuinely and deeply I value this picture. As you know, I have, apart from admiration of Mr. Carnegie's character, ability, and benevolence, a personal reason for feeling a measure of real and lasting obligation to him, in that both my father and mother shared - in a small way, it is true, but nevertheless shared - in the benefits of the Carnegie Foundation for the Advancement of Teaching, my father having been for over twenty-one years a lecturer in Law at Osgoode Hall, Toronto, and retired as lecturer emeritus a year or two before his death.

I have written Mr. Carnegie thanking him for the portrait, but I felt that I should like to send this line to you personally

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just to say how sincerely grateful I am for your good offices.

I hope you will tell Mr. Carnegie how genuinely I appreciate the inscription which accompanies his autograph. Indeed, it would be hard for me to say just how much I feel indebted both to you and to him for your kindness which I know was mutually shared.

With best regards, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

Mr.N.T.C.Poynton,
Secretary to Andrew Carnegie,Esq.,LL.D.,
2 East 91st Street,
New York.

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CANADA

35756

GENERAL SECRETARY
~~SYDNEY E. JOHNSON~~
CLOVERDALE ROAD, ROCKCLIFFE
OTTAWA

FRENCH SECRETARY
J. ALBERT FOISY

TREASURER,
H. G. BARBER

The Proportional Representation Society of Canada

PRESIDENT: DR. JAMES W. ROBERTSON, C. M. G., LL. D.
VICE-PRESIDENTS: SENATOR WILLIAM DENNIS
DR. MICHAEL CLARK M. P.

HONORARY PRESIDENT
THE RIGHT HON. EARL GREY
EX-GOVERNOR GENERAL OF CANADA

HONORARY VICE-PRESIDENTS
JOHN H. HUMPHREYS
LONDON, ENGLAND
WILLIAM DUDLEY FOULKE
RICHMOND, IND., U.S.A.
CLARENCE GILBERT HOAG
HAVERFORD, PA., U.S.A.

COUNCIL OF THE SOCIETY

CHARLES A. BOWMAN - -	OTTAWA	HON. W. L. MACKENZIE KING - OTTAWA
G. F. CHIPMAN - - -	WINNIPEG	PROF. H. J. LASKI HARVARD UNIV.
F. J. DIXON, M. P. P. - -	WINNIPEG	J. A. MACHADO - - OTTAWA
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W. P. GRANT - -	OTTAWA	DR. W. A. McCONKEY - VANCOUVER
DR. T. PROCTOR HALL -	VANCOUVER	ARTHUR PARE - - OTTAWA
A. G. HARVEY - -	VANCOUVER	WILLIAM PROUDFOOT, M P.P. GODERICH
RONALD HOOPER - -	OTTAWA	DR. J. H. PUTMAN - - OTTAWA
		HON. E. N. RHODES, M.P. AMHERST, N.S.

HOWARD S. ROSS, K.C.	MONTREAL
H. S. SOUTHAM - -	OTTAWA
W. M. SOUTHAM - -	OTTAWA
J. G. TURRIFF, M.P. - -	REGINA
ROBERT TYSON - -	TORONTO
J. C. WATTERS - -	OTTAWA
D. G. WHITTLE - -	OTTAWA
DR. N. WOLVERTON - -	NELSON, B.C.
P. P. WOODBRIDGE - -	CALGARY

(August 1918)

Room 11,
Citizen Building, Ottawa.

Dear Sir:

It was stated in the "P.R. REVIEW" for April, 1918, that the annual meeting of February 11th last had been adjourned to the call of the chair, with the understanding that it should be held some time during the late session of Parliament. Owing, however, to the unusually large amount of business that was before the House of Commons, and the very great demands made upon the time of the members; the Executive decided that it would be inadvisable to force the claims of Proportional Representation during the session. The Executive was also of the opinion that a general meeting during the present crisis of the war---when the thoughts and energies of everyone are concentrated, more or less, upon the greater fight for democracy---would not arouse the interest necessary for the further advancement of the cause.

In the meantime, however, the Executive authorized the renting of an office for the Society, so that its work might be carried on in a more efficient manner than was possible while it lacked a central meeting-place. A small office was opened accordingly in the Citizen Building, Ottawa; and, as a result, much useful work has already been accomplished. A small staff of volunteer workers continue to arrange interviews, send out literature, conduct model elections, collect data for articles and addresses, and generally keep alive a movement that has gained so many adherents in Canada during the past few years.

But the work cannot be maintained unless more financial assistance is forthcoming. The president and executive have, therefore, instructed me to put the position before you---and all members and others interested in the Society and its work---in the hope that: if you are a member, it may be in your power to increase your annual contribution; if you are not a member, that you will become one.

To those who have not yet joined the Society it should be explained that the quarterly "PROPORTIONAL REPRESENTION REVIEW" is sent free to all members. The membership fee is One Dollar a year, but---when possible---larger amounts are earnestly desired.

Yours faithfully,

Ronald Hooper

Honorary Secretary.

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CANADA

35757

Hon. W. L. Mackenzie King

Your membership fees for 1917 and 1918 have not yet been received at this office. Assuming however, that you have overlooked this, we have continued to send you the P. R. Review. Will you be good enough to notify us whether or not, you wish to retain your membership?

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35758

The Roxborough,
Ottawa, August 5, 1918.

Mr. Ronald Hooper,
Honorary Secretary,
The Proportional Representation Society of Canada,
Room 11, Citizen Building,
Ottawa.

Dear Mr. Hooper:

I regret that my membership fees for 1917-18 in the Proportional Representation Society of Canada have not been sent to you.

I enclose my cheque for $10.00, to cover the fee for 1917-18 and 1919, and should be obliged if you would apply the balance to the work of the Society.

Yours sincerely,

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PUBLIC ARCHIVES PUBLIQUES
CANADA

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

W. L. Mackenzie King Papers, Volume 41
Correspondence, Primary Series
Pages 35759 - 36545
1918 (Radford - Vincent)

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Tri 35759 Colo
Aug 22, 1918.

Dear Mac King.-

I received your letter and snapshots sometime ago and intended thanking you for them before this. I think the picture of the party was very good but I can not say that about the other two. We have been in Stonewall all summer and have enjoyed it very much as the weather here has been rather hot. We went to Denver in the car two weeks ago, and had a lovely trip. You said that you thought you would be in

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CANADA

Colorado in September ~~35760~~ I
hope you will be able to come
as far South as Trinidad. You
really don't know how much
we enjoyed having you all
in Stonewall. We leave for
Stonewall this afternoon just
to stay over Sunday. Hoping to
see you in September and with
the kindest regards from Mother
and Father Dam

Very sincerly yours,
Edith Radford

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CANADA

35761

The Roxborough,
Ottawa, January 29, 1918.

M. Rawlinson, Limited,
612 Yonge Street,
Toronto.

Dear Sirs:

Mr. John Ross Robertson is desirous of obtaining from among the paintings which I have stored in your warehouse, an oil portrait of my mother by Forster. Would you kindly allow Mr. Robertson to have this painting whenever he may wish to have it.

There are one or two other paintings which Mr. Robertson may also wish to have the loan of temporarily. If so, I would ask you to allow them also to be removed. I should be obliged, however, if you would be careful to obtain from whoever calls for them, a proper receipt, and also arrange to see, when the paintings are being looked over, that they are carefully handled and kept boxed in a safe condition.

Among the paintings, there is one by Forster of my father, a life size, two-thirds length portrait. This, I should be glad to have expressed to me direct to the Roxborough, Ottawa. I am not in an immediate hurry for this painting, but when a search is being made for the portraits desired by Mr. Robertson, perhaps you would arrange to have this one taken out from among the others, and, provided you feel it would suffer no injury from shipment in this weather, have it expressed to me at the time. If, on the other hand, you feel there is the slightest risk in arranging for shipment in the condition in which the picture is, please do nothing without writing me in the first instance.

Yours very truly,

W. L. MACKENZIE KING

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CANADA

35762

The Roxborough,
Ottawa, April 22, 1918.

M. Rawlinson, Limited,
610 Yonge Street,
Toronto.

Dear Sirs:

In a communication sent you some weeks ago, but of which I have not received any acknowledgment, I suggested that, in permitting Mr. John Ross Robertson's artist in Toronto to secure the painting of my mother from storage, instead of having the painting returned to storage, it would be well to have it forwarded from the artist's here; also that at the same time you might arrange to have forwarded the oil painting of my father, which is in storage.

As I find my movements are likely to be most uncertain during the next few months, I wish to change this request in the interval, and would ask you if you would kindly communicate with whoever has the painting of my mother, asking that it be returned to your warehouse in the same order in which it was packed before being taken out. Also kindly retain for the present the painting of my father.

I am a little concerned not having heard from you (other than by the intimation received through the account sent in) of the removal of these paintings. I had expected you would notify me when they were taken away. Please let me have an answer to this letter, mentioning what paintings have been taken out, and where they are at the present time; also letting me know what understanding you have as to their return, and when that is likely to be.

I shall much appreciate any attention you can give this matter.

Yours very truly,

W. L. MACKENZIE KING

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35763

M. RAWLINSON.
PRESIDENT.

TELEPHONE NORTH 390
CABLE ADDRESS "DUKE" LIEBERS CODE

M. A. RAWLINSON.
SECRETARY TREASURER.

M. Rawlinson, Limited

Cartage Agents and Warehousemen,

WAREHOUSE
YONGE & ST JOSEPH STS.

610-612 Yonge St. Toronto, April 23/18. 191

MEMBERS OF { NEW YORK WAREHOUSEMENS ASSOC.
ILLINOIS WAREHOUSEMENS ASSOC.
BRITISH FURNITURE WAREHOUSEMENS AND REMOVERS ASSOC.
AMERICAN WAREHOUSEMENS ASSOC.

Mr. W.L. MacKenzie King,

The Roxborough,

Ottawa, Ont.

Dear Sir;-

Sorry your letter has not been replied to but our Mr. H.G. Rawlinson who has charge of the Warehouse is away on the sick list and we are extra busy and short handed, however the 2 paintings were taken out on March 22/18. and returned on April 2/18.

Trusting this will be satisfactory. We remain.

Yours truly,

M. Rawlinson, Ltd.,

Per. J.E.B.

JEB/JVD

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35764

Howard W. Albro
Francis S. Bangs
Otto T. Bannard
William S. Bennet
Robert W. Bernard
Charles L. Bernheimer
William M. Calder
Alexander V. Campbell
Lauren Carroll
Ambrose R. Clark
Alfred C. Coxe, Jr.
Francis C. Dale
John R. Davies
Ralph A. Day
William S. Denison
William H. Douglas
Franklin P. Duryea
John A. Dutton
Oscar W. Ehrhorn
J. B. Ferber
Edward R. Finch
Alan Fox
Frank L. Frugone
George A. Glynn
Henry W. Goddard
Francis V. Greene
Louis Guenther
John Hays Hammond
John Henry Hammond
Edward W. Harris
Merritt E. Haviland
McDougall Hawkes
Job E. Hedges
Alfred Hodges
Edward B. Hosier
Walter W. Irwin
Samuel S. Koenig
F. J. H. Kracke
Arthur K. Kuhn
Edgar J. Lauer
Richard W. Lawrence
James S. Lehmaier
Arthur S. Leland
Jos. Levenson
Luther B. Little
David B. Luckey
Edward P. Lyon
Jas. T. McCleary
Charles O. Maas
Daniel H. Martin
Norman J. Marsh
William F. Miller
Ogden L. Mills
Taylor More
Robert C. Morris
Newbold Morris
Horace I. Moyer
James T. Nicoll
Myer Nussbaum
J. Van Vechten Olcott
Alfred E. Ommen
Herbert Parsons
William Ordway Partridge
Henry Clay Piercy
Eugene H. Porter
Ezra P. Prentice
Walter F. Rogers
Elihu Root, Jr.
Ely Rosenberg
Fred W. Rowe
Edward J. Rowe
Louis Runkel
Elmer E. Sanborn
Herbert L. Satterlee
Martin Saxe
Louis L. Seaman
James R. Sheffield
Charles H. Sherrill
Robt. A. C. Smith
Kenneth Spence
Frederick Spiegelberg
Arnon L. Squiers
Charles P. Starr
Leopold Stern
Louis Stern
John A. Stewart
Henry L. Stimson
Samuel Strasbourger
Gerald Stratton
Henry W. Taft
J. Frederick Talcott
Frank D. Tansley
T. Kennard Thompson
Cornelius Vanderbilt
J. Mayhew Wainwright
James L. Wanding
Charles S. Whitman
William C. Wilson
James Yearance

SATURDAY DISCUSSIONS COMMITTEE

EIGHTH SEASON, 1917

THE REPUBLICAN CLUB

OF THE CITY OF NEW YORK

54 WEST 40TH STREET

INFORMAL TABLE D'HOTE LUNCHEON, 1 TO 2 P. M.
NON PARTISAN DISCUSSIONS COMMENCING AT 2 P. M.

Arnon L. Squiers, Chairman
Andrew B. Humphreys, Honorary Chairman
Ira H. Brainerd, Vice-Chairman
E. C. Miller, Vice-Chairman
John Nicolson, Vice-Chairman
Benjamin M. Day, Secretary
Robert W. Bernard, Assist. Secretary

Ex-Officio Members

Robert W. Bonynge, President of the Club
Herbert L. Satterlee, Chairman National Affairs Committee
A. A. Anderson, Chairman Art Committee
Charles E. Heydt, Chairman City Affairs Committee
John C. Clark, Chairman State Affairs Committee

January 11, 1918.

Hon. William Lyons McKenzie-King,
Ottawa, Canada.

My dear Sir:

On behalf of the Saturday Discussions Committee of the Republican Club of the City of New York, I wish to extend to you an invitation to one of our luncheons and address us.

The Committee desires to pay tribute at one of these luncheons to "our Sister, Canada". In line with this we have also invited Sir Edmund Walker of Toronto. In writing him I suggested as possible dates February 2nd, 9th or 16th. I would like to arrange the date so that both of you could be our guests on the same occasion.

This winter we are devoting our meetings to the subject of the war and vitally related subjects. At our first meeting our guests were Hon. James W. Gerard, Hon. Hugh Gibson, Chief of the Foreign Intelligence Bureau of the State Department. At our second luncheon tomorrow our guests will be Hon. William S. Kenyon of the United States Senate and Professor Philip M. Brown, Professor of International Law at Princeton University.

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CANADA

35765

Howard W. Albro
Francis S. Bangs
Otto T. Bannard
William S. Bennet
Robert W. Bernard
Charles L. Bernheimer
William M. Calder
Alexander V. Campbell
Lauren Carroll
Ambrose R. Clark
Alfred C. Coxe, Jr.
Francis C. Dale
John R. Davies
Ralph A. Day
William S. Denison
William H. Douglas
Franklin P. Duryea
John A. Dutton
Oscar W. Ehrhorn
J. B. Ferber
Edward R. Finch
Alan Fox
Frank L. Frugone
George A. Glynn
Henry W. Goddard
Francis V. Greene
Louis Guenther
John Hays Hammond
John Henry Hammond
Edward W. Harris
Merritt E. Haviland
McDougall Hawkes
Job E. Hedges
Alfred Hodges
Edward B. Hosier
Walter W. Irwin
Samuel S. Koenig
F. J. H. Kracke
Arthur K. Kuhn
Edgar J. Lauer
Richard W. Lawrence
James S. Lehmaier
Arthur S. Leland
Jos. Levenson
Luther B. Little
David B. Luckey
Edward P. Lyon
Jas. T. McCleary
Charles O. Maas
Daniel H. Martin
Norman J. Marsh
William F. Miller
Ogden L. Mills
Taylor More
Robert C. Morris
Newbold Morris
Horace I. Moyer
James T. Nicoll
Myer Nussbaum
J. Van Vechten Olcott
Alfred E. Ommen
Herbert Parsons
William Ordway Partridge
Henry Clay Piercy
Eugene H. Porter
Ezra P. Prentice
Walter F. Rogers
Elihu Root, Jr.
Ely Rosenberg
Fred W. Rowe
Edward J. Rowe
Louis Runkel
Elmer E. Sanborn
Herbert L. Satterlee
Martin Saxe
Louis L. Seaman
James R. Sheffield
Charles H. Sherrill
Robt. A. C. Smith
Kenneth Spence
Frederick Spiegelberg
Arnon L. Squiers
Charles P. Starr
Leopold Stern
Louis Stern
John A. Stewart
Henry L. Stimson
Samuel Strasbourger
Gerald Stratton
Henry W. Taft
J. Frederick Talcott
Frank D. Tansley
T. Kennard Thompson
Cornelius Vanderbilt
J. Mayhew Wainwright
James L. Wanding
Charles S. Whitman
William C. Wilson
James Yearance

SATURDAY DISCUSSIONS COMMITTEE

EIGHTH SEASON, 1917

THE REPUBLICAN CLUB

OF THE CITY OF NEW YORK

54 WEST 40TH STREET

INFORMAL TABLE D'HOTE LUNCHEON, 1 TO 2 P. M.
NON PARTISAN DISCUSSIONS COMMENCING AT 2 P. M.

Arnon L. Squiers, Chairman
Andrew B. Humphreys, Honorary Chairman
Ira H. Brainerd, Vice-Chairman
E. C. Miller, Vice-Chairman
John Nicolson, Vice-Chairman
Benjamin M. Day, Secretary
Robert W. Bernard, Assist. Secretary

Ex-Officio Members

Robert W. Bonynge, President of the Club
Herbert L. Satterlee, Chairman National Affairs Committee
A. A. Anderson, Chairman Art Committee
Charles E. Heydt, Chairman City Affairs Committee
John C. Clark, Chairman State Affairs Committee

January 11, 1918.

At our luncheon on January 19th our guests will be Hon. Walter E. Edge, Governor of the State of New Jersey, and Dr. Shailer Mathews of Chicago University.

It is our custom to pay the expenses of our guests both for traveling and entertainment.

I trust you may be able to accept our invitation. I can assure of a most representative audience and a hearty welcome. Uncle Sam would like to hear from Canada.

Yours sincerely,

Arnon L. Squiers

Chairman.

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The Roxborough,
Ottawa, January 15, 1918.

Mr. Arnon L. Squiers,
Chairman, Saturday Discussions Committee,
The Republican Club,
54 West Fortieth Street,
New York.

My dear Sir:

I regret that it is not possible for me to accept the invitation you have so kindly extended on behalf of the Saturday Discussions Committee of the Republican Club, to be present at one of the luncheons and address the Club's members at some date during the month of February.

The nature of my present obligations makes it impossible for me to accept any engagements to speak in the course of the next month or two. I particularly appreciate being asked to speak on "Our Sister, Canada", as one of the series of subjects vitally related to the war. To have had the opportunity of enlarging upon the significance of enhanced friendship between the peoples of this continent as one of the few unforeseen compensations of the war, would have given me a very special pleasure. Unhappily, it is impossible for me to so much as entertain the thought, enhanced in my own mind as it is by the remembrance of the cordial hospitality extended by the Club at a similar function some years ago.

Yours sincerely,

W. L. MACKENZIE KING

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Howard W. Albro
Francis S. Bangs
Otto T. Bannard
William S. Bennet
Robert W. Bernard
Charles L. Bernheimer
Ira H. Brainerd
Wilson B. Brice
William Grant Brown
William M. Calder
James P. Callender
Alexander V. Campbell
John R. Davies
Benjamin M. Day
Ralph A. Day
William S. Denison
Z. U. Dodge
William H. Douglas
Franklin P. Duryea
John A. Dutton
Oscar W. Ehrhorn
Bruce M. Falconer
J. B. Ferber
Edward R. Finch
Harvey Fisk
Frank L. Frugone
George A. Glynn
Henry W. Goddard
Francis V. Greene
Louis Guenther
John Hays Hammond
John Henry Hammond
Edward W. Harris
Merritt E. Haviland
McDougall Hawkes
Job E. Hedges
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Andrew B. Humphrey
Walter W. Irwin
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F. J. H. Kracke
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Edgar J. Lauer
Richard W. Lawrence
James S. Lehmaier
Arthur S. Leland
Joseph Levenson
Luther B. Little
David B. Luckey
Edward P. Lyon
Jas. T. McCleary
Charles O. Maas
Samuel Marks
Norman J. Marsh
E. C. Miller
Ogden L. Mills
Taylor More
Newbold Morris
John Nicolson
Myer Nussbaum
J. Van Vechten Olcott
Alfred E. Ommen
Samuel H. Ordway
Herbert Parsons
William Ordway Partridge
Henry Clay Piercy
Eugene H. Porter
Ezra P. Prentice
Edward R. Rayher
Elihu Root, Jr.
Ely Rosenberg
Fred W. Rowe
Edward J. Rowe
Louis Runkel
Herbert L. Satterlee
Martin Saxe
Louis L. Seaman
James R. Sheffield
Charles H. Sherrill
Robert A. C. Smith
Frederick Spiegelberg
Leopold Stern
Louis Stern
John A. Stewart
Henry L. Stimson
Samuel Strasbourger
Gerald Stratton
Henry W. Taft
J. Frederick Talcott
Frank D. Tansley
Ralph W. Thomas
T. Kennard Thomson
Cornelius Vanderbilt
J. W. Vrooman
J. Mayhew Wainwright
James L. Wandling
Charles T. White
Charles S. Whitman
William C. Wilson
James Yearance

SATURDAY DISCUSSIONS COMMITTEE

TENTH SEASON, 1918-19

THE REPUBLICAN CLUB

OF THE CITY OF NEW YORK

54 WEST 40TH STREET

Informal Table d'Hote Luncheon, 1 to 2 P. M.
Non Partisan Discussion Commencing at 2 P. M.

Arnon L. Squiers, Chairman
Andrew B. Humphrey, Honorary Chairman
Chas. T. White, Vice-Chairman
E. C. Miller, Vice-Chairman
John Nicolson, Vice-Chairman
James P. Callender, Secretary

Ex-Officio Members
Robert W. Bonynge, President of the Club
Nathaniel Elsberg, Chairman of Executive Committee

34 Nassau Street, New York City.

December 18, 1918.

Hon. W. McKenzie King,
The Roxboro',
Ottawa, Canada.

My dear Sir:

On behalf of the Republican Club of the City of New York, it is my pleasure to extend to you a cordial invitation to attend our Saturday Discussions luncheon on February 1st, 1918. We have arranged that luncheon to be given in honor of Canada and to be known as "Canadian Day". We had a similar Luncheon last winter on February 23rd, 1918, at which our guests were Sir Edmund Walker, Sir William Mulock, Sir Robert Falconer, and the Earl of Aberdeen.

These luncheons are held every winter for ten successive Saturdays beginning on the first Saturday in January. I enclose herewith a circular which gives you our programme for last season. These functions are non-partisan and have become widely known.

It is our custom to pay the traveling expenses of our guests and to furnish entertainment for them at the Club if they desire it. I earnestly hope you may be able to accept.

Yours sincerely,
Arnon L. Squiers
Chairman.

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SPEAKERS AND SUBJECTS

EIGHTH DISCUSSION

"Canada in the War"

Mr. Robert W. Bonynge; Sir Edmund Walker, C.V.O., LL.D., D.C.L., President Canadian Bank of Commerce; Sir Robert Falconer, President Toronto University; Sir William Mulock, LL.D., First Chief Justice Exchequer Division High Court of Justice; Earl of Aberdeen; Rev. Allan MacRossie, D.D.

NINTH DISCUSSION

"The Elements of the Peace Problem"

Honorable James M. Beck, Jurist and Publicist; Doctor D. J. McCarthy, of University of Pennsylvania; Reverend J. Howard Duffield, D.D.

TENTH DISCUSSION

"The Women of 1918"

Sergeant Ruth Farnum, of the Serbian Cavalry; Mrs. A. Burnett-Smith, of London, England; Mrs. Amelia Bingham, of New York; Rev. Cornelius Woelfkin, D.D., of New York.

ELEVENTH DISCUSSION

"Fighting the Dragon"

Samuel Harden Church, President Carnegie Institute, Pittsburgh, Pa.; Rabbi Stephen S. Wise, New York; Dr. Rosalie Slaughter Morton, American Woman's Hospital Headquarters; Prof. George Trumbull Ladd, Yale University.

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35708

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Edited by ARNON L. SQUIERS

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From the Foreword by Theodore Roosevelt:

"Our doctrine is that this is a great nation, and not a polyglot boarding-house. We are a new nation, differing from all other nations, friendly towards them all in so far as they will let us be friendly . . . . . but resolutely bent upon maintaining our separate, self-respecting, self-reliant existence. We accept no substitute for Americanism. We insist that our people must be Americans and only Americans."

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"Again and again the true significance of the struggle was depicted in all its reality. In many instances the messages of the speakers carried a deep spiritual power, enabling us to carry away soul-staying consecration to the cause of Right."

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CANADA

100 Per Cent American

These speeches by leaders of thought and politics in many countries are of profound historical significance.

Coming at the darkest hour of the war when Germany seemed triumphing abroad, and German-made peace talk was rife in our own borders, these addresses had a deep effect on all who listened to them, and their message was deemed too fine and valuable not to be given to the whole nation and to posterity.

Though the speeches were given at the Republican Club, such distinguished Democrats as Gerard were continually heard. From visiting foreigners, both men and women, the most intimate and fascinating first hand accounts of the war came to light, forming in many cases evidence of historical importance against the Hun, and oftentimes revealed for the first time in these meetings. One discussion was given over to "Canada in the War," at which the Dominion's most distinguished sons led the discussion; while the Women's Day provided one of the finest and most personal summaries of the work of women in the war which has yet been set forth.

These are constructive thoughts on the great war—the thought of such men as James W. Gerard, Myron T. Herrick, the Earl of Aberdeen, Pierre Lazarovich, of Serbia, and many others who are constantly in the forefront of affairs.

35769

SPEAKERS AND SUBJECTS

FIRST DISCUSSION

"Inside Observations on the War"

Honorable James W. Gerard, former Ambassador to Germany; Honorable Hugh Gibson, Chief of the Division of Foreign Intelligence of the State Department; Reverend Nehemiah Boynton, D.D.

SECOND DISCUSSION

"Our Country in the War"

Honorable William S. Kenyon, United States Senator of Iowa; Reverend S. Parkes Cadman, D.D.; Professor Philip Marshall Brown, Professor of International Law of the University of Princeton; Honorable Louis De Sadeeleer, of Belgium Commission.

THIRD DISCUSSION

"The Aims of Democracy in the Present Crisis"

Honorable Walter E. Edge, Governor State of New Jersey; Dr. Shailer Mathews, Dean of Divinity School Chicago University; Honorable George E. Chamberlain, U. S. Senator from Oregon; Honorable Julius Kahn, Member Congress of California; Prince Lazarovich of Serbia.

FOURTH DISCUSSION

"Varied Aspects of the War"

Honorable Wm. H. Skaggs, Chicago, Ill.; Captain A. P. Simonds, of the U. S. Army; Honorable W. M. Calder, U. S. Senator of State of New York; Rev. George R. Van De Water, D.D.

FIFTH DISCUSSION

"What Have We Against the Central Europe Policy of Germany?"

Professor Albert Bushnell Hart, Harvard University; Dr. Robert M. McElroy, Educational Director National Security League; Dr. Savic, of Serbia; Rev. J. Percival Huget, D.D., New York.

SIXTH DISCUSSION

"The Moral Issues of the War"

Honorable Frederick C. Hicks, Congressman from Long Island; Doctor Talcott Williams, Dean, School of Journalism, Columbia University; Reverend Isaac J. Lansing, D.D., Ridgewood, N. J.

SEVENTH DISCUSSION

"United States and Its Responsibilities"

James S. Lehmaier, Republican Club; Madamoiselle Suzanne Silvercruys, daughter of Chief Justice of Belgium; Honorable Myron T. Herrick, former Ambassador to France; His Excellency M. Vesenich, Serbia; Rev. William R. Pierce, D.D., President of Kenyon University, Ohio.

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35770

The Roxborough,
Ottawa, December 30, 1918

Mr. Arnon L. Squires,
Chairman, Saturday Discussions Committee,
The Republican Club.
34 Nassau Street,
New York.

My dear Sir:

I regret that your communication of December 8, extending to me an invitation to attend the Saturday Discussions luncheon of the Republican Club of the City of New York on February 1, 1919, should have remained so long unacknowledged. I have been travelling about a good deal of late, and my correspondence has fallen considerably into arrears. I received your letter only a day or two ago, and took it with me to New York last Friday, when I hoped to have the opportunity of conveying an acknowledgment in person. Unfortunately, engagements in the city took more time than I anticipated, and I was prevented from so much as sending an acknowledgment by letter. I trust you will pardon me.

A few years ago, I had the pleasure of addressing members of the Republican Club at one of the Saturday Discussions luncheons, and the recollection of the hospitality and cordial reception extended at that time would cause me to give an immediate acceptance of your invitation, were it not that I have been planning to leave for Europe before the end of the month of January. The nature of my engagements happens to be such that it is not possible for me to alter the existing schedule. I feel, therefore, reluctantly obliged to decline, much as I feel honored at the invitation extended and genuinely desirous of accepting it.

My friend, Sir William Mulock, has written me urging strongly the acceptance of your invitation when received, and pointing out the exceptional opportunity which the occasion would afford of assisting in the splendid work the Club is doing toward developing an entente cordiale between our two countries. There is no object with which I

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am in deeper sympathy than that of closer relations between the peoples of all branches of the Anglo-Saxon family, and I therefore cannot regret too deeply the circumstances which render impossible the acceptance of your kind invitation at this of all times.

Will you kindly convey to the officers of your Committee my most cordial appreciation of their kindness in the invitation extended, and my very deep regret at being unable to send an acceptance.

Yours very truly,

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"without guile". I can say all this in deep sincerity without reservation and I know her son knows I speak the truth.

How glad she would be of your beautiful tribute and how rare such a relationship as that which existed between you is, "it is as enduring as immortality itself".

I will not take your time for the reading of a long letter but I do would not want many more days to pass without your knowing yours had reached me. The newspaper portrait of your Mother reached us also and seemed very like her, though of course, inadequate. It gave her beautiful eyes and a suggestion of that sweet dignity

Mr King's Family 35772

151 CENTRAL PARK WEST

Dear Friend:

Just a few words to tell you that I warmly appreciate your letter regarding your dear Mother. You told much that we wanted to know and when we meet you will tell us more.

As I looked at her picture the other day I thought that there were two words that completely fitted her personality. I think you can divine what they are without the telling but I delight to say them whenever I think of her. They are "lovely" and "exquisite" and she always seemed to me to meet in full measure the phrase

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we all admired.

Many thanks for the clippings regarding your political fight. You may be interested to know that we heard the other day that you were slated to take Sir Wilfred's place. All hail to you and Canada when that event arrives.

Jim is, indeed, much better and is working hard, *with the Intelligence division of the War Dep.* three days in the week doing his bit for his country. With affectionate regards from us both

Very sincerely and appreciatively,

Florence B. O. Reynolds.

February 1, 1918

38 Curtis Avenue,

Manasquan, New Jersey.

MRS. JAMES BRONSON REYNOLDS

35773

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CANADA

Mr King's family

35774

JAMES BRONSON REYNOLDS
151 CENTRAL PARK WEST
NEW YORK CITY

38 Curtis Ave.Manasquan,New Jersey,
Jan.10.1918.

My dear King:

Easley showed me his letter to you and your reply. I am very sorry that the matter will reach you second hand. As soon as the it came to my knowledge I thought of you and wanted to take it up with you,but I could not go to Canada at that time and as you were in the midst of your campaign I knew you could not come here.
I have carefully scrutinized the material in Easley's possession and am sure that it merits attention but I am sure that you will agree as to the importance of careful accuracy. Will you let me know if you are likely to be in the New York within a month. If so will you not let me know at the above address by letter or wire when and where I may reach you.
I shared fully all the sentiments that Mrs.Reynolds expressed to you regarding your mother. We have often spoken of the"life enhancing"value of her presence to all who met her and of the tenderness and sweetness of your relations with her. A whole generation of us are bettered by a character like hers.

With warmest regards from Mrs.Reynolds and myself,ever your friend,

James Bronson Reynolds

JAMES BRONSON REYNOLDS

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CANADA

35775

✓ Gen Election 1917 - Issues
✓ Gen Election 1917 - North York
✓ Industry & Humanity
Mr King's Family

The Roxborough,
Ottawa, January 14, 1918.

Mr. James Bronson Reynolds,
38 Curtis Avenue,
Manasquan, New Jersey.

My dear Reynolds:

Mr. Grange told me of the material he had seen at the offices of the Civic Federation, and read me one or two excerpts he had made from it. Certainly, if the reports have a genuine foundation, they are of the utmost significance.

I am anxious if possible to complete my book for the Rockefeller Foundation before taking up other matters, and before visiting New York again. I wish to avoid political and other activities until that work is once and for all out of the way. But for that, I should gladly promise an early visit to New York. Until that work is completed, I could hardly attempt to follow up the other material in a manner that would justify an exposure here.

I came out of the campaign better than I anticipated when I went in. Most of us who stood by Laurier expected defeat on the Franchise Act as framed by the Government. We look, however, for the triumph of the principles for which we fought through a reaction against the undermining of government by the people which that measure was aimed at effecting. I had a further reason for taking the part I did, which lay in

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CANADA

my belief in conciliation,as opposed to coercion and the fostering of race and religious hatred, which was the sole strategy of the Conservative party in Ontario. The elections were to me but an inevitable though momentary incident. They would not have cost me a thought but for the absence from my mother's side during her last weeks of life which they occasioned.

I wrote Mrs. Reynolds yesterday, thanking her for the many expressions of kind sympathy which I have received from you both. I must add a word of further thanks for the reference to my mother which your letter just received contains. I shall always be glad that Mrs. Reynolds and yourself knew her so well, and that you appreciated her fine and beautiful nature as she also appreciated your own.

With kindest remembrances and regards, Believe me,

Yours very sincerely,

WLMK

W. L. MACKENZIE KING

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CANADA

35777

HOUSE OF COMMONS
CANADA

THE SPEAKER

April 8. 1918

Dear Mr King

I appreciate very much your kind invitation for Friday. and would like to accept and would wish. Particularly. Unfortunately I have an engagement for Thursday evening confirmed upon my being able to leave the House on that evening

As you know Friday Eve. is usually taken for Supply and I could arrange to leave. But the work of

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CANADA

35777

HOUSE OF COMMONS
CANADA

THE SPEAKER

April 8. 1918

Dear Mr King

I appreciate very much your kind invitation for Friday. and would like to accept and meet Mr. Rockefeller. Unfortunately I have an engagement for Thursday evening confirmed upon my being able to leave the House on that evening.

As you know Friday Eve. is usually taken for Supply and I could arrange to leave. But the work of

W. L. Mackenzie King Papers

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CANADA

the session is proceeding
so rapidly that I hesitate
to arrange in advance for
any one evening. If you
could in that inconvenience
let the matter remain open
until to morrow. I could
then give a more positive
answer. Should there pass
you out in the land, please
accept my regrets.

Your knowledge of the
House, will tell you just
how I am situated.

With many thanks

Yours sincerely

Rt. Hon.
W. L. Mackenzie King.

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CANADA

35779

The Roxborough,
Ottawa, April 10, 1918.

Dear Mr. Rhodes:

I have received your kind note, and very much hope that you may still find it possible to dine with me on Friday night. I understand perfectly how you are situated. Perhaps by tomorrow, you could let me know what the chances are for Friday.

I should gladly keep the engagement entirely open, were it not that I am having only a very few friends, and I am anxious to escape the possibility of thirteen at a table by making sure of fifteen. I very much hope it will be possible for you to come.

Yours very sincerely,

W. L. MACKENZIE KING

Hon. E.N. Rhodes,
Speaker of the House of Commons,
Ottawa.

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Personal

The Roxborough,
Ottawa, July 31, 1918.

Mr. E. W. Rice, Jr.,
President, The General Electric Company,
Schenectady, N. Y.

Dear Mr. Rice:

I have just written a line of acknowledgment to Mr. Emmons and to Mr. Chesney, expressing my appreciation of the many courtesies shown me on my visit to the works at Schenectady and Pittsfield respectively.

I feel I should like to add to these letters one of grateful acknowledgment to yourself for the kind introductions given me to both these gentlemen. I assure you that I had at both places almost as good a time as we had on Sunday at Marblehead and Lahant, and - which is perhaps more to the point - I was able to get in ready and complete form just the information I was most anxious to have.

I should not like to send this letter without expressing anew the great pleasure it has been to me to have made your acquaintance. I think I enjoyed the talks we had together as much as any conversations I have had with anyone. I feel that my outlook has been distinctly widened, and my appreciation of the infinitely small made even greater than it ever was. I hope there may be other chances of conversation with you. If you should ever be in Ottawa or its vicinity, I trust you will give me the pleasure of meeting you here.

You will not forget, I hope, to send me the copies of the address of which we spoke, and I should be grateful to have copies of any other addresses of yours should any such be available for distribution.

I hope matters are adjusting themselves to your satisfaction. Certainly, your Company has had more than its

W. L. Mackenzie King Papers

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share of outside interference of one kind or another, and I hope you are about to see the last of it for a while.

With kind personal regards, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

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35782

The Roxborough,
Ottawa, August 16, 1918.

Mr. E. W. Rice, Jr.,
President, The General Electric Company,
Schenectady, N. Y.

Dear Mr. Rice:

-- I am enclosing herewith for your information a copy of the confidential report made to Mr. Fish respecting Employees' Committees in the Works of The General Electric Company at Pittsfield, Mass. and Schenectady, N. Y., as revised upon communication with Mr. Chesney and Mr. Emmons.

-- I also attach a copy of the letter I have sent Mr. Fish with reference thereto.

Yours very truly,

W. L. MACKENZIE KING

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FORM 1 T.W.

35783

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

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TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

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Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

690

70MO.V.57,

Lynn,Mass.,Aug 4-18

AUG 4 1918

W.L.McKenzie King, Roxborough , Ottawa.

Men have returned to work at Instance of war board which begins investigation Monday hearing before full board in Washington Tuesday August 13 we consider it highly important in view of awards made in schenectady and Pittsfield that we see you at once and well in advance of hearing please wire when you can be here.

R.H.Race. 1115a

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CANADA

FORM 1 T.W.

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

35784

GREAT NORTH WESTERN TELEGRAPH AND CABLE TELEGRAM

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

CLASS OF SERVICE | SYMBOL
Day Message |
Day Letter | Blue
Night Message | Nite
Night Letter | N L
If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

P 1034a.

1313

AUG 5 1918

54 MO Z 26

WEST LYNN MASS. 5

MR W L MCKENZIE King

THE ROXBOROUGH OTTAWA ONT

YOUR TELEGRAM TO MR FISH RECEIVED PLEASE ARRIVE BOSTON THURSDAY MORNING WILL RESERVE QUARTERS AT TOURAINE HOTEL AFTER SECURING THESE PLEASE TELEPHONE US AT LYNN WORKS.

R H RICE

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CANADA

35783

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

It is agreed between the sender of the message on the face of this form and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of any unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

Correctness in the transmission and delivery of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding one thousand miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

Ottawa, August 6, 1918.

Mr. R. H. Rice,
The General Electric Company,
Lynn, Massachusetts.

Wire received. Will arrive Thursday and go Touraine.

Will bring my secretary with me unless you advise otherwise.

W. L. Mackenzie King.

COLLECT

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Bethlehem, Pa., August 12, 1918.

Mr. Richard H. Rice,
The General Electric Company,
Lynn, Massachusetts.

Dear Mr. Rice:

Mr. King has asked me to send on to you copies in triplicate of the concluding sheets of his memorandum to Mr. Mayo. These are enclosed herewith. Mr. King would have written himself, but he has been pretty steadily engaged all day in conference with the men whom he came here to see.

The enclosed clipping is sent also at Mr. King's direction. On reading the article in this morning's New York "Times", he thought it might be of interest to you and to Mr. Fish.

Probably Mr. King left with you his address in Bethlehem, but in case he should not have done this, let me add that any communications addressed to him in care of Mr. J. W. Powell, of the Bethlehem Shipbuilding Corporation, Bethlehem, will find him. When Mr. King goes to New York later in the week, he plans to stay at The Harvard Club, 27 West 44th Street.

Yours very truly,

F. A. McGREGOR

Secretary to Mr. King.

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ROCKEFELLER FOUNDATION
1 Rx.

GENERAL ELECTRIC COMPANY

WEST LYNN, MASS.

In Reply Refer to 35787

August 19, 1918.

Mr. W. L. McKenzie King,
The Roxborough,
Ottawa, Canada.

Dear Mr. King:

I feel very much disturbed that I left you so unceremoniously on Saturday. However, the day was an extremely trying one for me and I greatly admired your calmness and patience under fire of the sort to which we were exposed. I am very glad that you hung to the situation as you did, and I am sure that the result was a very fortunate one.

I had already arranged with the Ocean House to take care of any charges in the same way as on your previous visit, and am glad that you did not attempt to change this.

I consider myself very fortunate to have had the opportunity of working with you in the preparation of this plan, which I conceive marks an epoch in the history of the Lynn Works and will have its effect in the general cause of restoring harmonious operation to industrial plants by giving the operatives more intelligent information of and participation in the operations of the plant. The more I have seen of the plan and of your attitude toward it, the more convinced I am that you are performing a public service for the industries of this country.

In the hope that I shall soon see you again, I am

Yours very truly,

Richard H. Rice

RHR-EAS

Engineer, Turbine Dept., Lynn Works.

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CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

FORM 1 T.W.

35288

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

12 1933 MO O 29

LYNN MASS 31

W L MCKENZIE KING

THE ROXBOROUGH OTTAWA ONT

PLEASE WIRE YOUR DEFINITE PREFERENCE AS TO STATUS OF MANAGERS INDUSTRIAL REPRESENTATIVE AS WRITTEN INTO THE LYNN PLAN AS CONTRASTED WITH THE METHOD OF USING HIM EMPLOYED IN COLORADO

R H RICE.

338

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35789

N.L. 2

NIGHT LETTER

The Great North Western Telegraph Company of Canada.

Exclusive connection with the
WESTERN UNION TELEGRAPH CO.
Z. A. LASH, PRESIDENT

Cable Service
to all the world
GEO. D. PERRY, GENERAL MANAGER

Receiver's No.	Time Filed	Check

SEND the following NIGHT LETTER subject to the terms printed on the back hereof, which are hereby agreed to

Ottawa, August 31, 1918.

Mr. R. H. Rice,
The General Electric Company,
Lynn, Massachusetts.

Respecting Manager's Industrial Representative, I prefer the wording as given in the Lynn plan to that of the Colorado plan, as regards the definition of function of the Manager's Industrial Reppresentative, which appears at page 6 and also at page ten of our last draft.

With respect to the change made as to the stage at which the good offices of the Manager's Representative shall be exercised, as set forth on page fourteen of the Lynn draft, my preference is for the method of the Colorado plan, which makes it imperative on the part of the President's Industrial Representative to investigate

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35790

N.L. 2

NIGHT LETTER

The Great North Western Telegraph Company of Canada.

Exclusive connection with the
WESTERN UNION TELEGRAPH CO.

Cable Service
to all the world

Z. A. LASH, PRESIDENT

GEO. D. PERRY, GENERAL MANAGER

Receiver's No.	Time Filed	Check

SEND the following NIGHT LETTER subject to the terms printed on the back hereof, which are hereby agreed to

-2-

grievances and to try to adjust them before appeal is made to superior officers of the Company. I think this preferable to having it left optional for the Manager's Representative to be called in to exercise his good offices at any stage in the proceedings of adjusting differences. I think his authority is greater where his duty is definitely defined as necessarily beginning at an early stage.

W. L. Mackenzie King.

COLLECT

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CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH GREAT NORTH WESTERN AND CABLE

35701

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

Z.A.LASH, PRESIDENT HEAD OFFICE, TORONTO, ONT. GEO.D.PERRY, GENERAL MANAGER

23 MO HD 45 NL 2 AM

August 23, 1918.

Q NEWYORK 23

079

W L MACKENZIE KING

THE ROXBORO

OTTAWA

WE NOW PLAN TO START WORK ON REPRESENTATION EARLY NEXT WEEK HOLDING OUR ELECTION OF EMPLOYEES REPRESENTATIVES BY MIDDLE OF WEEK BELIEVE IT EXTREMELY IMPORTANT THAT YOU GIVE US SUNDAY IF POSSIBLE PLEASE WIRE ME UPON RECEIPT OF THIS AT LYNN WHAT YOU CAN DO

RICHARD H RICE

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35792 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

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This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

Ottawa, August 24, 1918.

Mr. Richard H. Rice,
The General Electric Company,
Lynn, Massachusetts.

Impossible Mr. King to make Lynn tomorrow, on account train service. Am communicating your message to him at Kingsmere today.

F. A. McGregor.

COLLECT

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35793

N.L. 2

NIGHT LETTER

The Great North Western Telegraph Company of Canada.

Exclusive connection with the
WESTERN UNION TELEGRAPH CO.

Cable Service
to all the world

Z. A. LASH, President

GEO. D. PERRY, General Manager

Receiver's No.	Time Filed	Check

SEND the following NIGHT LETTER subject to the terms printed on the back hereof, which are hereby agreed to

Ottawa, August 24, 1918.

Mr. Richard H. Rice,
The General Electric Company,
Residence: 124 Ocean Street,
Lynn, Massachusetts.

Extremely sorry unable to get away for Sunday. Train service from time of receipt of your wire made connection in any event impossible. Pressure of work at moment very great. Unless absolutely imperative, please let me off for some days yet.

Mackenzie King.

COLLECT

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35794

GENERAL ELECTRIC COMPANY

WEST LYNN, MASS.

In Reply Refer to

Sept. 4. 1918

Dear Mackenzie

I enclose copies of (a) Plans as it goes to printers today and (b) notices of pink election.

I am sorry you have been unable to be here today at final revision before printing and particularly sorry that you could get these summed. When you do, if you seriously disagree please telephone or wire me - It may not be too late to alter. Irish could explain all reasons for changes. but will try to write these reasons tomorrow.

Mr Irish is in bed for a week or so.

I hope you can come down if we present plants employees representatives. perhaps Monday next.

Yours sincerely

Richard H. Rice

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REPRESENTATION OF EMPLOYEES

Lynn Works - The General Electric Company

W. L. Mackenzie King Papers

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35796

REPRESENTATION OF EMPLOYEES

Lynn Works - The General Electric Company

Purpose

Representation of employees of the General Electric Company as herein provided is granted by the Company for the duration of the war for the purpose of

(a) avoiding discontinuance of industrial operations, and maintaining maximum production in a field necessary for the effective conduct of the War;

(b) maintaining the principle of the open door between the management and employees, by providing regular facilities for access by employees' representatives to the management, and of consultation by the management with representatives of the employees;

(c) giving to employees an opportunity to discuss the conditions under which they labor, and a means to bargain collectively through chosen representatives;

(d) enabling employees to increase their wages by increasing their knowledge of industrial processes and their interest in the work in which they are engaged;

(e) promoting just and harmonious relations between the management and employees by affording an effective procedure for the settlement of all matters requiring adjustment.

(f) furthering the common interests of the management and employees on all matters pertaining to works organization, its efficiency, and the general working conditions of the Plant.

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I

Basis of Representation:

(i) Employees shall be entitled to representation on a basis of one representative to approximately every one hundred employees.

(ii) For the purpose of election, the Works have been divided into sections, according to the natural subdivisions of the Plant.

(iii) Each section shall be entitled to two representatives; unless in any one section the number of employees should be less than one hundred and twenty-five, in which event the section shall be entitled to only one representative.

Term of Representation:

(i) Elections of representatives shall be held semi-annually.

(ii) One half the number of representatives shall be elected at each semi-annual election.

(iii) The term of office of a representative shall be one year;

Provided, however, that in the case of the representatives chosen at the first elections, one half shall be retired at the next ensuing elections. In the case of sections having one representative, one half of these sections shall be selected by lot, and their representatives

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to be retired shall be selected in the same manner. In the case of sections having two representatives, one from each section shall be retired by lot.

(iv) Retiring representatives, and representatives whose terms of office have expired, shall be eligible for re-election.

(v) Any representative may be recalled on written request of two-thirds of the employees qualified to vote in the section in which he has been elected.

(vi) Any representative shall be deemed to have vacated his office upon ceasing to be an employee of the Company.

(vii) Vacancies in the office of representative occurring from any cause shall be filled by a special election to be conducted forthwith in a manner similar to that of the general elections.

Qualifications of Representatives and Voters:

(i) Only employees who have been in the Lynn Works for one year, and are twenty-one years of age and able to read and write the English language, shall be eligible for election as representatives.

In the Apprentice Department any employee who is 18 years of age or over, if otherwise qualified, shall be eligible for representative.

(ii) Only employees who have been in the Lynn Works for a period of three months shall be entitled to vote for representatives.

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(iii) Employees, if otherwise qualified, shall be allowed to vote and be eligible for election as representatives regardless of sex or nationality.

Method of Conducting Elections:

(i) Elections of employees' representatives shall be held on the second Wednesday in the months of March and September, respectively. Notices of the elections shall be posted on the bulletin boards in the various departments thirty-six hours before the election.

(ii) Each employee who is a wage earner will be handed a ballot on which he will write, or have written, as his choice, the names of one or two fellow wage earners in his section, according as his section is entitled to one or two representatives by the attached schedule. The employee should place on his ballot as many names as the number of representatives to which his section is entitled, but no more.

(iii) The employees in each section will name one of their number to act as teller. The Company will name a representative of the Pay Department to act as teller with the teller of the employees.

(iv) The ballot of each employee, properly filled out as above, will be deposited by him in a ballot box which will be presented to the employees in each section at some time between the hours fixed for holding the election.

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(v) The ballot boxes will remain in the custody of the tellers until the ballots are counted. The tellers will count the ballots as soon as possible after the close of the voting, and those receiving the largest number of votes in the various sections, in accordance with the number of representatives to which the sections are entitled, will be elected.

(vi) In the event of any controversy concerning the fairness of an election, the matter shall be referred to the Committee on Routine, Procedure, and Elections, with power to appeal as hereinafter provided.

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II

Organization:

To facilitate co-operation between the Employees' Representatives and the Management, the Representatives, after each semi-annual election, shall form a committee of the whole and shall select from among their number a Chairman and a Secretary, and shall also designate certain of their members to act as members of joint committees on matters of mutual interest to the employees and the Management.

The Manager's Industrial Representative:

The Manager shall appoint an industrial representative to facilitate close relationships between the Management and the Employees' Representatives.

Committees:

(i) The following joint committees shall be appointed;

1. Committee on Routine, Procedure and Elections.
2. Committee on Efficiency and Economy.
3. Committee on Safety.
4. Committee on Health.
5. Committee on Recreation and Entertainment.

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(ii) Each joint committee shall be composed of five Employees' Representatives, and members to be designated by the Management as its Representatives.

(iii) No Representative shall serve on more than one Committee. The Management's Representatives on each joint committee may equal, but shall not exceed in number, the Employees' Representatives.

(iv) By joint consent of the Employees' Representatives and the Management, the number of committees or the membership of any committee may be reduced or increased, or any two or more committees may be combined.

(v) The Employees' Representatives or the Management may refer any matter for consideration and report to the joint committee dealing with the subject.

(vi) The joint committees shall keep full records of their proceedings. Two-thirds of the members of any committee shall constitute a quorum.

Meetings of Committees:

(i) Regular meetings of the joint committees shall be held at least once a month.

(ii) The proceedings of the joint committees shall be regulated in a manner approved by the Joint Committee on Routine, Procedure, and Elections.

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(iii) Meetings of joint committees shall be held in accordance with a schedule of hours to be prepared by the Joint Committee on Routine, Procedure, and Elections.

(iv) Special meetings of joint committees may be held on call of the Chairman for the purpose of completing unfinished business or dealing with emergency cases.

Annual Joint Conference:

(i) In addition to the meetings of joint committees, there shall be an Annual Joint Conference, to be attended by Representatives of the Management and the Employees' Representatives.

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(ii) The Annual Joint Conference shall be arranged at a time and place to be agreed upon between the Management and the Employees' Representatives.

(iii) At the Annual Joint Conference, reports covering the work of the year shall be made by the several joint committees, and matters of common interest discussed.

(iv) Upon joint approval of the Employees' Representatives and the Management, General Officers and other employees of the Company, as well as chosen speakers, may be invited to attend any part or the whole of the proceedings of the Annual Joint Conference.

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The Right of the Management to Hire and Discharge and to Direct the Working Forces:

The management of the Works, and the direction of the working forces, including the right to hire, discharge, and transfer, is vested exclusively in the Management; and this right shall not be abridged by anything contained herein.

Manager to keep in touch with Employees through Industrial Representative:

It shall be the duty of the Manager's Industrial Representative to respond promptly to any request from Employees' Representatives for his presence; and to interview the Employees' Representatives as frequently as possible, to confer with them and employees concerning working conditions or other matters, and to report the results of such conferences to the Manager.

No Discrimination on Account of Membership or Non-membership in any Union:

There shall be no discrimination, either on the part of the Management or the employees, in respect to color, creed, society, fraternity, or union.

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Employees' Right of Ultimate Appeal to the Manager:

Subject to the provisions hereinafter set forth, every employee shall have the right of ultimate appeal to the Manager concerning any alleged unjust treatment or improper conditions.

Procedure in Matters Requiring Adjustment:

1. Committees on Fair Dealing. The Works shall be divided into four departments. The Employees' Representatives of each department shall constitute a Committee on Fair Dealing to co-operate with the Management in preserving just and harmonious relations between the Management and the employees; and to facilitate this end, the Committee on Fair Dealing in each department shall elect from its number three Representatives of Employees to serve on a Departmental Joint Committee on Adjustment, and the Management shall appoint an equal number of members of this joint committee.

Two-thirds of the Departmental Joint Committee shall constitute a quorum.

The Committee on Fair Dealing shall also designate another one of its number to be a member of a General Joint Committee on Adjustment. The General Joint Committee on Adjustment shall be composed of the individual representatives of the departments thus selected; and an equal or lesser number of representatives of the Management.

Two-thirds of the General Joint Committee shall constitute a quorum.

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2. Reference to Foreman. Any matter requiring adjustment may, in the first instance, be referred by the employee affected, either personally or with one of the Representatives of his section, to the Foreman of the work on which the employee is engaged.

3. Reference to the General Foreman. Failing satisfactory adjustment by the Foreman, any matter requiring adjustment may then be referred by the employee or his Representative to the General Foreman of the department in which his section is located.

4. Reference to the Joint Committee on Adjustment. If the General Foreman fails to adjust forthwith any matter referred to him, the matter may be taken up by the Joint Committee on Adjustment.

The Committee shall endeavor finally to dispose of the matter, and shall be at liberty to adopt such means as are necessary adequately to ascertain the facts and render a satisfactory decision.

The Committee shall keep an accurate record of its proceedings, including any findings arrived at, and this record shall be open for inspection.

Should the Committee reach a unanimous decision on any matter referred to it, the decision of the Committee shall be regarded as terminating the matter.

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5. Reference to the Manufacturing Engineer. Should the Committee fail satisfactorily to adjust any matter referred to it, the Committee shall then reduce the matter in difference to writing, together with their recommendations, if any, and submit it in the form of a report to the Manufacturing Engineer for his action.

6. Reference to the General Joint Committee on Adjustment. Should the Manufacturing Engineer fail to adjust satisfactorily any matter referred to him, the matter may then be referred to the General Joint Committee on Adjustment for its action and report thereon to the Manager.

7. Good Offices of Management's Representative. At any stage in the foregoing proceeding, the Manager's Representative may be called in to exercise his good offices. He may attend any meeting, but shall not have voice or vote in the proceedings.

8. Final Appeal to Arbitration. Should the Manager prefer not to decide a question at issue, or should the employee be dissatisfied with his decision, the matter may be referred to Arbitration.

Independence of Employees' Representatives:

To protect Employees' Representatives against any possible discrimination, such Representatives shall have the same right of appeal to the Manufacturing Engineer, the Departmental and General Joint Committee on Adjustment, and the Manager, as is accorded every other employee of the Company.

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Accommodation:

The Company shall provide a suitable place for meetings, and shall provide such clerical assistance and defray such expenses as are necessarily incidental to the activities herein provided for.

Amendments:

Any course of procedure herein provided for may be amended by a unanimous vote of the Joint Committee on Rules, Procedure, and Elections, or by a majority vote of both the Employees' Representatives and Representatives of the Management at the Annual Joint Conference.

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35810

Notice of First Election.

N O T I C E

Employees of the General Electric Company:

You will shortly be requested to select from your number representatives, who possess your confidence, in the approximate ratio of one representative for each 100 employees. Full details in reference to plan of representation and method of voting on the premises will be posted.

Representatives will be elected without reference to color, creed, society, fraternity or union.

The purpose is to arrive at a representative body who will constitute a committee of the whole and a committee on "fairness." This committee will elect its executive committee from among its number and to this executive committee will be added an equal number of employer's representatives. The bodies thus constituted will attempt to bring about those things which will unify in the strongest fashion the mutual interest and helpfulness of employer and employee. Sub-committees will be appointed to deal with the many questions permitting mutual aid and advice, and while nothing herein diminishes the prerogatives of strict business management there is ample opportunity for a more open door betweenemployer and employee, and that is what, primarily, is sought.

If employees enter into the spirit of this proposition along lines which will bring out the possibilities easily realized there will be co-ordination and co-operation and good feeling instead of that tacit opposition and distrust which has recently been stimulated.

Any large shop which is to work efficiently and harmoniously must have co-operation between all parties within its walls.

8-30-18 W.O.Fish.

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Method of Conducting Election

Each employee who is a wage earner will be handed a ballot, on which he will be asked to write, or have written as his choice, the names of one or two fellow wage earners in his section, according as his section is entitled to one or two representatives by the attached schedule. The employee should name as many as the number of representatives to which his section is entitled, but no more.

The employees in each section are requested to name one of their number to act as teller. The teller, representing the Company, will be a representative of the Pay Department.

The ballot of each employee, when properly filled out as above, will be deposited in a ballot box, which will be presented to the employees in each section by the tellers at some time between the hours named below.

Time of Election

The election will take place in the afternoon and evening of Thursday, September 5, 1918. The day employees will vote between two o'clock and five o'clock, and the night employees will vote between six o'clock and seven o'clock.

Counting of Ballots

The ballot boxes will remain in the custody of the tellers until the ballots are counted. The tellers will count the ballots as soon as possible after the close of the voting, and those receiving the largest number of votes in the various sections, in accordance with the number of representatives to which the sections are entitled, will be elected.

Sept. 3, 1918.

W. C. Fish.
R P Rice

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CANADA

ELECTION OF EMPLOYEE'S REPRESENTATIVES

All employees are invited to take part in the election of representatives from among their number, by secret ballot, according to the following method, and in accordance with a notice previously posted. This method has for its object the securing of a full and complete representation of all employees, without regard to membership or non-membership in any church, society, fraternity, or union

Basis of Representation

The employees are entitled to representation on the basis of one representative to approximately every 100 employees.

For the purpose of this election the Works are divided into sections, a schedule of which is attached.

Representatives elected will hold office until their successors shall have been elected.

Qualifications of Representatives.

Only employees who have been in the Lynn Works for one year and are 21 years of age or over and able to read and write the English language shall be eligible for election as representatives.

All employees shall be allowed to vote for representatives at this election regardless of sex or nationality.

Employees on salary, foremen, assistant foremen and leading hands are not eligible to vote, or for election as employees' representatives

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SCHEDULE OF SECTIONS
AND REPRESENTATIVES

WEST LYNN

Factory		Section Number	Number of Representatives
A, B and E, including Shop Electric Plant		11	2
C and L,	3rd C	21	2
	3rd L, 2nd L	22	1
	2nd C, 1st C, 1st L	23	1
Yard watchmen and guards, janitors, oilers and carpenters		31	1
D, G, K,		41	1
M,	1st M	51	1
	2nd M	52	2
	3rd M and 4th M	53	1
Q,	Brass Screw Mach. Dept.	61	1
	Remainder of Q,	62	1
Q-North,		71	2
W,	1st W and 2nd W,	81	2
V,	1st V and 2nd V	91	2
	3rd V,	92	2
X,	1st X and 2nd X	101	1
	3rd X	102	1
H,	all floors	111	1

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S C H E D U L E O F S E C T I O N

AND REPRESENTATIVES

RIVER WORKS

BUILDING		Section Number	Number of Representatives
74,	1st 74	741	2
	74-D	742	2
	2nd 74, Test & Assembly Dept.	743	2
	2nd 74, Remainder of Floor	744	2
	3rd 74, Winding Dept.	745	2
	3rd 74, Remainder of Floor	746	2
59,	Repair Dept. & Auto Work	591	2
Special class, watchmen, guards, chauffeurs, janitors, truck drivers, Bldg? 68 and Bldg. 45		561	1
40,	1st 40	401	1
	40-E	402	1
	2nd 40 and 3rd 40, excluding apprentice Department	403	2
	Apprentice Dept.	404	2
40-G		405	2
77,	1st and 2nd 77, Box Making and Painting, and Wood Working Dept.	771	1
	Pattern, Specialist Dept. and Tool Dept.	772	2
	Construction and yard laborers	773	2
	Outside Carpenter Work	774	1
42, 54, 55, and 65, Blacksmith Dept., etc.		421	1
50,	1st and 2nd floors	501	1
	3rd floor	502	1
	4th floor	503	1

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35815

SCHEDULE OF SECTIONS

River Works (Cont'd.)

Building	Section Number	Number of Representatives.
64, 1st floor, Mach. Dept.	641	2
1st floor, Assembly and Test,	642	2
Gallery	643	2
Power Plant, also including all employees in Power Plants throughout the Works	644	1
51, 60 and 69, Steamfitting Dept., Restaurant and Medical Department	511	1
Transportation	512	1
Construction and yard laborers	513	2
32, 1st floor, including Laboratory	321	2
South Gallery	322	1
North Gallery	323	1
31 and Annex	311	2
30 and 43, Main Bay	301	2
Cleaning and Finishing and Open Hearth Dept.	302	2
41, Brass Idy., Press Dept. and Receiving	411	2
67, Die and Tool Dept.	671	1
East End, 1st floor	672	2
Day and night men in Press Dept. and all in west end of Building	673	2
57, Gear Dept.	571	2
63 and 73		
Shipping Dept.	631	1
South Gallery	632	1
North Gallery	633	1
1st 63, Annex and Shop Plant	634	2

SPECIAL NOTICE.

A voting list will be posted in each section giving check numbers and names of those entitled to vote in that section and also the number of representatives to be voted for.

W. C. Fish.

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35816

The Roxborough,
Ottawa, September 7, 1918.

Mr. Richard H. Rice,
The General Electric Company,
West Lynn, Massachusetts.

Dear Mr. Rice:

Your letter of the 4th instant, enclosing copies of the final revision of the plan of representation, and of the notices of the first elections, has been received this morning.

I am sending letters and enclosures on to Mr. King immediately, at his summer home at Kingsmere. He will receive them by first mail this evening.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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35817 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

It is agreed between the sender of the message on the face of this form and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of any unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

Correctness in the transmission and delivery of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding one thousand miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

DAY LETTER

Ottawa, September 9, 1918.

Mr. R. H. Rice,
The General Electric Company,
West Lynn, Massachusetts.

Many thanks for revise. Quite understand all omissions. Would be with you today if at all possible to get away, but cannot well leave before a fortnight hence. Hope to hear of the result of the election of Committee, and send every good wish for success of inauguration of Plan.

W. L. Mackenzie King.

COLLECT

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CANADA

35818

GENERAL ELECTRIC COMPANY

WEST LYNN, MASS.

In Reply Refer to

September 7, 1918.

Mr. W. L. McKenzie King,
The Roxborough,
Ottawa, Canada.

Enclosure with letter.

Dear Mr. King:

I enclose a copy of the latest revision of the plan which appears in print, and hope that an arrangement can be made by which I can go thoroughly over this with you before the end of next week.

Mr. Fish is still confined to his bed, and the hearing before the Section of the War Board, which was set for Friday and Saturday of this week, has been postponed to some future date. It is my personal opinion that Mr. Fish will not be able to attend this hearing when held, and I am strongly hoping that we can have the benefit of your presence to discuss the plan before the Section.

The election which was held on Thursday, September 5, did not produce enough votes to warrant proceeding further with the plan at this time, and unless a change of mind is experienced between now and the middle of next week nothing will be done to put the plan in operation prior to the hearing before the War Board.

If, as above suggested, we can have a day together on the plan before submission to the War Board, I should like it very much and I think this would be very desirable. I am

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GENERAL ELECTRIC COMPANY

In Reply Refer to

WEST LYNN, MASS.

having the forms held pending such revision as we may make.

Yours very truly,

Richard H. Rice

RHR-EAS

Engineer, Turbine Dept., Lynn Works.

EWR, Jr.
WCF

(Enclosure)

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Kingsmere, Que.,
September 10, 1918.

My dear Mr. Rice:

I received last night your letter telling me of the fate of the first polling, and also suggesting my coming on to Lynn this week. If there is anyone in this world I would like to oblige it is yourself. I would come if I possibly could, but this week it is out of the question. If you can manage somehow to put off the Washington people until next Thursday or Friday, I shall do my utmost to be with you those days. On Tuesday and Wednesday, I have an important meeting in Ottawa with the Leader of the Liberal Party and some of my former colleagues, and between now and Tuesday next the balance of the manuscript of my book has to be completed. I am sacrificing my material at a frightful rate simply because the book has to be finished by that time, but I would have to sacrifice the book altogether were I to leave sooner, as my time from the end of next week on is taken up almost completely for the next month or so with engagements made in the spring. Do try to get a postponement, and I will do my utmost to get to you by the time mentioned.

I am exceedingly sorry to hear of Mr. Fish's illness. Please tell him I am extremely sorry to learn of it, and give him my best remembrances and regards.

It worries me a good deal having to ask to be let off this week, but I simply cant do otherwise under existing circumstances.

With kind personal regards,

Yours very sincerely,

W. L. MACKENZIE KING.

P.S. - I like very much the appearance of the Representation Plan. It is a step in advance to have it to present in this form.

K.

Mr. R. H. Rice,
The General Electric Company,
West Lynn, Massachusetts.

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35821 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

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This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

Ottawa, September 11, 1918.

Mr. Richard H. Rice,
The General Electric Company,
West Lynn, Massachusetts.

Have written explaining my difficulties in arranging for absence this week. Hope you can manage postponement for week's time.

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

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35822

GENERAL ELECTRIC COMPANY

WEST LYNN, MASS.

In Reply Refer to

September 12, 1918.

Mr. W. L. McKenzie King,
The Roxborough,
Ottawa, Canada.

Dear Mr. King:

In accordance with our conversation, I take pleasure in sending you today a little booklet giving the military setting-up exercises which I have used with a great deal of profit during the last year and a half. If you find anything of value to yourself in this I shall be very much pleased.

I am awaiting with interest the arrival of the letter which you advised me by telegram is on the way, in regard to the situation in connection with our needs before the War Board. I am inclined to think that we shall ask for a hearing some day the week after next, which I hope will fit in with your engagements.

Yours very truly,

Richard H. Rice

RHR-EAS

Engineer, Turbine Dept., Lynn Works.

W. L. Mackenzie King Papers

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CANADA

35823

The Roxborough,
Ottawa, September 19, 1918.

Mr. Richard H. Rice,
Chief Engineer, Turbine Department,
The General Electric Company,
West Lynn, Massachusetts.

Dear Mr. Rice:

I received on coming in from Kingsmere yesterday, the copy of the Manual of Physical Training for use in the United States Army, which you so kindly sent to me.

I am indeed glad to have this book, and shall endeavor to show my appreciation of your interest in my physical well-being by entering at once upon the course of exercises it suggests. Many of them, I find, are quite similar to some to which I have already become accustomed. Now that my book is finished, I hope opportunity may be afforded to give as much attention to physical gymnastics as I have recently been giving to mental.

I appreciate exceedingly the personal good-will and friendliness of which the receipt of this little volume from you is an expression.

With kindest remembrances and regards, Believe me,
Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

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35824

GENERAL ELECTRIC COMPANY

In Reply Refer to

WEST LYNN, MASS.

September 16, 1918.

Mr. W. L. McKenzie King,
The Roxborough,
Ottawa, Canada.

My dear Mr. King:

I now anticipate the holding of a hearing before a section of the National War Labor Board in Washington on some date next week to be fixed, this because I wrote the Board last week suggesting that we would not oppose a hearing during that week in spite of Mr. Fish's illness.

It is very desirable, in my opinion, that you be in attendance at that hearing prepared to present the considerations which render such a plan the only possible solution of collective bargaining through chosen representatives in an open shop, and also the considerations which demand that such a plan shall be carried out by representatives elected in the Works and not in an outside place. I gather from your letter of September 10 that you will be in a position to attend such a hearing, and I hope that you will keep next week as free from engagements as you properly can, in order that you may be in Washington when the hearing comes off.

Yours very truly,

Richard H. Rice

Engineer, Turbine Dept., Lynn Works.

RHR-EAS

With my very best regards

RHR

W. L. Mackenzie King Papers

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35825 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

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No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

DAY LETTER

COLLECT

Ottawa, September 16, 1916.

Mr. Richard H. Rice,
The General Electric Company,
West Lynn, Massachusetts.

Am much relieved to receive your letter saying next week likely satisfactory for conference. Will gladly arrange accordingly. This week it would be difficult to get away.

W. L. Mackenzie King.

Confirmation sent.

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CANADIAN PACIFIC R'Y. CO.'S TELEGRAPH

35826

FORM T. D. 1

TELEGRAM

CABLE CONNECTIONS TO ALL PARTS OF THE WORLD

J. McMILLAN, Manager Telegraphs, Montreal.

230 ra bn 18

W Lynn Mass Sept 18

W L McKenzie King

817

The Roxborough

Ottawa Ont

Hearing set for Tuesday afternoon in Washington can you be present if you can please wire your plans.

Richard H Rice.

620p

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35827 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

Ottawa, September 19, 1918.

Mr. Richard H. Rice,
Engineer, Turbine Department,
The General Electric Company,
West Lynn, Massachusetts.

Shall leave Ottawa Monday afternoon for Washington, via New York. Reach New York seven-thirty a.m. Please wire if I may expect to meet yourself and others there, and if so whether I may count on your arranging transportation to Washington with yourself; also accomodation there.

W. L. Mackenzie King.

COLLECT

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The Roxborough,
Ottawa, September 19, 1918.

Mr. Richard H. Rice,
Chief Engineer, Turbine Department,
The General Electric Company,
West Lynn, Massachusetts.

Dear Mr. Rice:

I received this morning your letter of the16th instant, and the telegram sent yesterday mentioning that the hearing before a section of the National War Labor Board has been set for Tuesday afternoon next in Washington. This letter will confirm the telegram I have sent you in reply, mentioning that I shall leave Ottawa at 3.30 Sunday afternoon for Boston. On arrival there I shall go to the Hotel Touraine, and get into communication with you from there.

I am keeping the week as free from engagements as I possibly can, so as to be with you as much of the time as may be necessary.

I am greatly pleased that you have been able to have the hearing postponed until the time which has been arranged next week.

Yours very truly,

W. L. MACKENZIE KING

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35829

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

CLASS OF SERVICE | SYMBOL
Day Message |
Day Letter | Blue
Night Message | Nite
Night Letter | N L
If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

190 MO Z 66

WEST LYNN MASS 19

387

SEP 19 1918

SEP 19 1918

W L MCKENZIE KING

THE ROXBOROUGH OTTAWA CAN

YOUR PLANS GIVE TOOCLOSE A MARGIN FOR ONNECTION IN NEWYORK AND BELIEVE YOU WILL PROBABLY BE LIKELY NOT TO ARRIVE IN WASHINGTON UNTIL AFTER THE HEARING CAN YOU NOT LEAVE OTTAWA SUNDAY NIGHT ARRIVING IN BOSTON MONDAY MORNING WHICH WILL GIVE US OPPORTUNITY TO THOROUGHLY DISCUSS THE SITUATION WITH YOU AND I WILL ENGAGE ACCOMMODATIONS ON FEDERAL EXPRESS FOR YOU MYSELF AND OTHERS FOR WASHINGTON

RICHARD H RICE

W. L. Mackenzie King Papers

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35830 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

Ottawa, September 19, 1918.

Mr. Richard H. Rice,
The General Electric Company,
West Lynn, Massachusetts.

Shall leave Ottawa Sunday afternoon, and go to Touraine Hotel, Boston, on arrival Monday morning.

W. L. Mackenzie King.

COLLECT

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CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

35831 FORM 1 T.W.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH GREAT NORTH WESTERN AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

D288 MO Z 45

SEP 21 19[illegible]

BOSTON MASS 21

W H MCKENZIE KING

THE ROXBOROUGH OTTAWA CAM

AFTER CAREFUL CONSIDERATION IT HAS BEEN DECIDED THAT IT IS INADVISABLE TO HAVE YOU APPEAR AT THE HEARING I AM VERY SORRY NOT TO HAVE THIS OPPORTUNITY TO SEE YOU BUT JUDGE YOU WILL NOT THINK IT ADVISABLE TO COME TO BOSTON UNDER THERE CIRCUMSTANCES

R WRICE

W. L. Mackenzie King Papers

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CANADA

35832

The Roxborough,
Ottawa, October 24, 1918

Mr. Richard H. Rice,
The General Electric Company,
West Lynn, Massachusetts.

Dear Mr. Rice:

You will be surprised to learn that I have not left as yet for Colorado. Ever since we last exchanged communications, I have been at work, morning, noon and night, on the revision of the proofs of my book in galley and page form. Through the kindness of the Company in the West which had retained my services for six weeks during the months of October and November, I have been able to arrange a short postponement of the work to enable me to get my book completely off my hands. I am sure you will share my sense of relief and satisfaction when I tell you that everything is now completed except the reading of a few pages of page-proof. The task has been much more laborious than I anticipated it would be. I thought the writing of the book would conclude my anxieties; but I have found the revision of proof an infinitely more difficult and tiresome task.

I have been wondering how you got along at Washington; also whether any further steps have been taken toward having the plan of representation adopted in the Lynn Works. If at your convenience you would drop me a line on each of these matters, I should feel very deeply obliged. I would have written you about both before this, had I not given up correspondence as well as everything else to get the book finally out of the way.

Please give my kindest remembrances to Mr. Fish, and with best regards to yourself, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

P.S. - As I am leaving for Colorado this week, perhaps it might be well to address your reply in care of the Brown Palace Hotel, Denver, Colorado.

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GENERAL ELECTRIC COMPANY

WEST LYNN, MASS.

In Reply Refer to

October 28, 1918.

Mr. W. L. Mackenzie King,
Care of Brown Palace Hotel,
Denver, Colorado.

Dear Mr. King:

I enclose herewith copy of an award which has just been received from the War Labor Board, which is, however, not official as it was not received direct from Washington. We are daily awaiting receipt of the official award and the appearance of the Examiner.

I presume that the award has some relation to our plan of representation, but I only gather this from the wording of the award. As soon as the official documents are received I shall write you again, addressing you care of Brown Palace Hotel, Denver, Colorado.

Yours very truly,

Richard H Rice

RHR-EAS

Engineer, Turbine Dept., Lynn Works.

(Enclosure)

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DOCKET NO. 231
Award in re

EMPLOYES
vs
GENERAL ELECTRIC COMPANY
LYNN, MASS.

In the case of the employes vs the General Electric Co., Lynn,Mass., the National War Labor Board orders:

COLLECTIVE BARGAINING:

1. That there be elected forthwith shop committees, in conformity with a plan approved by the Board.

2. That the Secretary of the National War Labor Board shall appoint an Examiner who shall supervise and conduct these elections.

3. That a General Committee shall be created, consisting of three members to represent the workers and three members to represent the employers. The members of the General Committee representing the workers shall be selected by the members of the shop committees acting jointly under the supervision of the Examiner.

4. That the employers shall forthwith select their representatives to meet with the representatives of the workers on the shop committees, and the General Committee.

WAGES:

5. Within five days after their selection, the representatives of the workers and employers on each shop committee shall meet for the purpose of adjusting all disputes and matters of controversy in this case which affect the wages of the shop represented by said committee.

The Board suggests that in the adjustment of these wages they should be made comparable with those awarded by the Board in the Schenectady cases.

Failure to reach a decision on any matters coming before the Shop Committee within fortyfive days from the time the matter was first taken up, it shall be referred to the General

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Committee for adjudication. In the event of failure of this Committee to reach a decision, the matter shall be referred to the Examiner of the National War Labor Board, who shall promptly report the matter to the National War Labor Board for decision.

6. Within five days after its selection, the said General Committee shall meet for the purpose of adjusting

a. All matters referred from the shop or departmental committees;
b. All matters in controversy in this case which affect wage conditions of the plant as a whole, but which have not been settled through the medium of the Shop Committee.

7. In any case where there is doubt of dispute between shop committees and the General Committee as to the original jurisdiction of matters to be adjusted, the question of jurisdiction shall be decided promptly by the Examiner of the National War Labor Board.

RETROACTIVE PAY:

8. Wage increases made in accordance with the provisions of this award shall be retroactive to July 17, 1918, and the company shall be given until December 1, 1918, to make such retroactive payment.

HOURS OF LABOR:

9. The Board decrees that the hours of labor shall be the same as at Schenectady.

REINSTATEMENT OF DISCHARGED MEN AND ALLEGED DISCRIMINATION: AND ALLEGED DISCRIMINATION:

The right of the workers to organize in trade unions and bargain collectively through a chosen representative is recognized and affirmed. This right shall not be denied, abridged, or interfered with by the employer in any manner whatsoever.

10. That Leslie Taylor, Joseph Glasset, John J. Kerivan, James Jansen, John J. Connolly, Edwin Murch, Herbert Pogson, Rufus Hartley, Walter Putnam, Raymond Shattuck and Arthur H. Clark shall be reinstated in their employment at the same jobs, or work of similar nature to that which each was doing when dismissed, at rates of pay not less than each was then receiving, nor less than the rate established for the work upon which each is

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re-employed (plus any increases which such work may receive under the terms of this award without loss of seniority rating or bonuses and with pay for all time lost by reason of dismissal, minus amount, if any, of intervening earnings. Such re-employment by the company shall be dependent upon each employe presenting himself to the company within five days after the receipt of this award by the parties to the case.

11. That the reinstatement of John F. Peterson and Wm. H. White is not ordered for the reason that they not only ordered employees to cease work but directed them not to leave the shop, but to sit in their seats and do nothing, while at the same time the foreman was directing them to continue work or leave the plant. These men apparently had good records up to the time of this occurrence, and this action by the Board should not, therefore, prejudice their future opportunities for employment.

12. With reference to Leslie Taylor, James Hanson and Edward Murch, whose reinstatement we adjudge, the Board has been in some doubt; but to reach a unanimous conclusion, their names have been included in the list to be reinstated, with a warning to these men that the evidence of their insubordination has been such that they should be duly cautioned and not assume by their reinstatement that they occupy a favored position by reason of the order.

ADMINISTRATION OF AWARD:

13. The Secretary of the National War Labor Board shall assign an Examiner to supervise the execution of this award. Should a controversy arise in respect to the interpretation of the award, an appeal may be made to the Board, and shall operate as a stay, or otherwise, according to the rule of the Board.

PERIOD OF AWARD:

14. This award shall be in effect for the period of the war; provided, that on February 1, 1919, and at periods of six months' interval thereafter, either party may reopen the case before the National War Labor Board for such readjustment as changed conditions may render necessary.

(Signed) Wm. H. Taft
Frank P. Walsh BM
L. A. Osborne
Wm. H. Johnston FH

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Brown Palace Hotel,
Denver, Colorado,
November 1, 1918

Mr. Richard H. Rice,
Chief Engineer, Turbine Department,
The General Electric Company,
West Lynn, Massachusetts.

Dear Mr. Rice:

I received, on my arrival at Denver this morning, your letter of the 28th ultimo, enclosing copy of an award which you had just received from the War Labor Board.

I shall be interested in learning just what the plan is which the National War Labor Board has approved, and I thank you for promising to let me have copies of the official documents as soon as they are received.

If you have available for distribution a dozen or so copies of the plan of representation of employees of the Lynn Works, I should be greatly obliged if you would have that number sent to me here at the Brown Palace Hotel. I shall also be interested in knowing whether any further steps have been taken with reference to the inauguration of this plan. I presume its inauguration has been held in abeyance pending the award of the National War Labor Board.

If you have not seen the plan of the Bethlehem Steel Company, let me suggest that you write the Company for copies of the plan; also for information concerning its inauguration. From the letters I have received, it would appear that the plan has been accepted by the employees, and that they have been electing their representatives in accordance with its provisions. I have been given to understand that the plan has had the approval of some, at least, of the authorities at Washington, and has received the endorsation of men prominent in Labor circles.

Yours very sincerely,

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GENERAL ELECTRIC COMPANY

WEST LYNN, MASS.

In Reply Refer to

November 13, 1918.

Mr. W. L. Mackenzie King,
Brown Palace Hotel,
Denver, Colorado.

Dear Mr. King:

The National War Labor Board award, as it turns out, is of the most indefinite character. No plan was specified for approval by the Board. We have to agree upon such a plan with our employees. No instructions were given as to how to establish relations with our employees by which a plan could be agreed upon. The Examiner was not instructed to hold an election under any specified plan and the place of election was not specified.

The Board has now instructed the Examiner to hold the election inside the plant, and we have met and expect to continue meeting three members of the committee of strikers for the purpose of agreeing on details of the plan.

I am sending you a dozen copies of the plan of representation of the Lynn Works as drawn up by us.

We have put a plan in operation at the Taunton Works, of about 260 employees, and at the Windsor Works, of about 175 employees, copies of which are also enclosed.

Yours very truly,

Richard A. Rice

RHR-EAS

(Enclosures)

Copy to Ottawa.

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November 13, 1918.

Mr. W. L. Mackenzie King,
Brown Palace Hotel,
Denver, Colorado.

Dear Mr. King:

The National War Labor Board award, as it turns out, is of the most indefinite character. No plan was specified for approval by the Board. We have to agree upon such a plan with our employees. No instructions were given as to how to establish relations with our employees by which a plan could be agreed upon. The Examiner was not instructed to hold an election under any specified plan and the place of election was not specified.

The Board has now instructed the Examiner to hold the election inside the plant, and we have met and expect to continue meeting three members of the committee of strikers for the purpose of agreeing on details of the plan.

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We have put a plan in operation at the Taunton Works, of about 260 employees, and at the Windsor Works, of about 175 employees, copies of which are also enclosed.

Yours very truly,

Richard H Rice rad

RHR-EAS

(Enclosures)

Copy to Ottawa.

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Denver, Colo.
November 17, 1918

Mr. Richard H. Rice,
Engineer, Turbine Department,
The General Electric Company,
West Lynn, Massachusetts.

Dear Mr. Rice:

I have received your letter of the 13th instant, and the copies of the plan of representation for the Lynn Works.

I was greatly pleased to learn that the Company has put a plan in operation at the Taunton Works and at the Windsor Works, and thank you for sending me copies of these plans.

I am not surprised at the information your letter brings concerning the award of the National War Labor Board respecting the plan of which the Board's report contains mention. I wish it might be possible for me to be with you before you definitely decide on the final features of the plan you may agree upon with your employees. I should think the essential features of such a plan would be found in what has already been drafted. I am particularly interested in learning what the Board has instructed the Examiner to hold the elections inside the plant. This is an important change in the Board's former attitude, and will have a far-reaching effect upon the development of industrial representation plans in different industries.

If you think I can be of any service in advising upon any features of a plan you may tentatively agree upon with a committee, you are now conferring with, please do not hesitate to let me know. I think another fortnight will complete the work on which I have been engaged here. It is my intention to return east immediately after, stopping over at Chicago, and possibly at Youngstown, Ohio, before going on to New York.

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You will, I am sure, be interested in knowing that on my way out to the west I had a conference with the Harvester Company, in Chicago, and with the Youngstown Sheet and Tube Company, in Ohio, concerning the inauguration of industrial representation plans in their respective industries, and that something comprehensive is already well under way in connection with both these important concerns.

I shall be very glad to make sure of seeing you some time during the month of December, if you feel there are any matters you should like for us to have opportunity to talk over together.

With kindest regards, Believe me,

Yours very sincerely,

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GENERAL ELECTRIC COMPANY

WEST LYNN, MASS.

In Reply Refer to

November 21, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Dear Mr. King:

I am enclosing herewith a copy of as much of the plan of representation as has been bargained out between our employees and ourselves, and will be grateful for your comments and general impression on the subject. Understand, please, that we have negotiated this beginning with rather strained relations, but we have arrived at a good understanding as the proposed plan will indicate to you.

Yours very truly,

Richard H Rice eas.

RHR-EAS

(Enclosure)

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LYNN WORKS, GENERAL ELECTRIC COMPANY,

REPRESENTATION OF EMPLOYEES

A committee of employees of the Lynn Works, conferring jointly with the management under the auspices of the Examiner in charge of the award, have drawn up the following plan of shop committees, to be elected under the supervision of the Examiner and an election committee of employees in central places within the plant.

In order to carry out the plan the Works have been divided into sections, each containing as nearly as practicable 200 employees, and sections have been grouped into "shops" representing manufacturing groups of similar or allied manufactures.

Each section is entitled to two employees' representatives, to be selected by secret ballot from the employees in the section.

These representatives constitute a committee, which will elect four persons (three representatives from the River Works and one from the Federal Street (West Lynn) Works) to serve as members of a General Joint Committee.

The representatives of each "shop" will also elect three members to serve as employees' representatives on a Joint Shop Committee for that shop.

Representatives chosen to serve on the General Joint Committee shall not be eligible for election as members of Shop Committees.

The Management shall appoint to the Joint Committee as many members as there are employees' representatives, but not more.

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Not less than 30 days before the second general election and all subsequent elections, the Joint Committee on Routine, Procedure and Elections hereinafter provided for shall review the division of the Works into sections and shall make any changes which may be necessary to carry out the principles laid down in the plan.

TERMS OF REPRESENTATION

(1) Elections of representatives shall be held semi-annually.

(2) One-half the number of representatives shall be elected at each semi-annual election.

(3) The term of office of a representative shall be one year; provided, however, that in the case of the representatives chosen at the first elections, one representative from each section shall be retired by lot at the next ensuing election.

(4) Retiring representatives, and representatives whose terms of office have expired, shall be eligible for re-election.

(5) Any representative may be recalled on written request of two-thirds of the employees qualified to vote in the section in which he has been elected.

(6) Any representative shall be deemed to have vacated his office upon ceasing to be an employee of the Company.

(7) Vacancies in the office of representative occurring from any cause shall be filled, for the unexpired term, by a special election to be conducted forthwith, in the section where the vacancy occurs, in a manner similar to that of the general elections.

(8) In case any representative is incapacitated, a temporary representative to replace him during such incapacity only, may be elected on the written request of two-thirds of the employees qualified to vote in the section in which the incapacitated representative was elected. In such case a special election shall be conducted in the section in a manner similar to that of the general election.

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The following classes of employees are eligible to hold office as representatives or committee men:

(1) Employees who have been in the Lynn Works for one year.

(2) Employees who are American citizens, or who have b taken out their first papers.

(3) Employees who are able to read and write the English language.

(4) Employees of Apprentice Departments eighteen years of age, or over, who fulfill the above qualifications.

(5) Employees of other departments twentyone years of age or over.

(6) No foremen or leading hands.

The following classes are eligible to vote:

(1) Every employee in the Lynn Works, regardless of age or term of service.

(2) No enemy alien may vote.

(3) After the first election only employees who have been in the Lynn Works for a period of three months prior to the election shall be entitled to vote.

METHOD OF CONDUCTING ELECTIONS

The first election shall be conducted according to a method to be prescribed by the National War Labor Board.

Succeeding elections shall be conducted according to a method to be determined by the Joint Committee on Routine, Procedure and Elections. This committee shall undertake the determination of these questions at least sixty days before the second semi-annual election.

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ORGANIZATION OF COMMITTEES

Immediately after the result of a general election has been announced all of the representatives elected at the River Works shall meet, select a presiding officer and a secretary and proceed to elect three employees to serve as members of the General Joint Committee on Adjustment. In a similar manner all the representatives elected from the Federal Street (West Lynn) Works shall meet and elect one member of this committee.

Members of the General Committee may be selected from the employees at large, or from duly elected representatives of sections. If an elected representative be chosen to serve on the General Committee, his office as representative shall be declared vacant and a new election shall be held to choose his successor.

The representatives of the River Works shall elect from their number, at the same time, two members for the Joint Committee on Routine, Procedure and Elections; and the representatives at Federal Street (West Lynn) shall elect one member for this committee.

As soon as possible after the announcement of these elections the representatives elected for each "Shop" shall meet and elect from among their number three members of the Joint Shop Committee for that Shop.

Representatives may serve on one Joint Committee only.

The result of the first election will be recorded by the Examiner in charge of the administration of the award of the War Labor Board. The result of subsequent elections shall be reported to the Management in writing, signed in case of members

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of the General Committee by the presiding officer and secretary, and in case of members of the Joint Shop Committee by all the representatives taking part in the election.

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Denver, Colo.,
December 3, 1918

Mr. Richard H. Rice,
The General Electric Company,
West Lynn, Massachusetts.

Dear Mr. Rice:

I have read with great interest and satisfaction the copy of as much of the plan of representation as has been bargained out between the General Electric Company at West Lynn and its employees, enclosed with your letter of November 21.

What you have sent me accords so completely, in all essentialsfeatures, with the plan of representation presented by the Company to the National War Labor Board, that there is nothing in the draft you have sent to which I would be at all inclined to take exception. Indeed, the draft seems to be the strongest possible vindication of the wisdom of the Company's decision to prepare its own plan, and have it, where possible, made the basis of subsequent negotiations.

It seems to me highly satisfactory that you have succeeded, by direct negotiation with your employees, and under the auspices of an examiner of the National War Labor Board, in evolving a plan similar in all fundamental features to the one which has commended itself to the Company's judgment. The collective bargain aspect of the plan of representation reached in this manner has been strengthened by this method, and this is certain to assist materially in the successful administration of the plan itself, and enhance the good-will between the Company and its employees, likely to be developed thereunder. I am very greatly pleased at what you have so successfully accomplished.

I am leaving Denver tonight, and expect to be back in Ottawa within a week or ten days. I shall likely go on from Ottawa to New York, and should you so desire, would

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very gladly arrange to see you either in New York or at Lynn, if there are any matters which you would like to discuss in conference. Owing to the change in political developments in Canada, which the cessation of the War has brought about, I am undecided at the moment as to whether or not I should carry out my original intention of going to England on completion of the work I had undertaken here, and which I have just concluded. I shall no doubt be able to reach a definite decision after my arrival in Ottawa and seeing some of my friends there. I shall keep you informed, in any event, of my probable movements.

Yours very truly,

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35850

GENERAL ELECTRIC COMPANY

WEST LYNN, MASS.

In Reply Refer to

December 2, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Dear Mr. King:

Enclosed you will find a copy of the final draft of our plan of representation of employees, which you will see follows very closely the plan which you drafted for us. Some of the obvious omissions will be accounted for by the existing conditions and will, I hope, be replaced later.

We are holding our first election today at the West Lynn factory and apparently with considerable success and a very good vote.

I should like very much to have an opportunity to discuss matters with you at the first convenient occasion, and should be glad to have you let me know what your plans are so that we may make an appointment.

Yours very truly,

Richard H. Rice gas.

RHR-EAS

(Enclosure)

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Oct. 4, 1918.

COPY

PLAN OF REPRESENTATION OF EMPLOYEES OF

NATIONAL WAR LABOR BOARD

ELECTIONS OF SHOP COMMITTEES

This election plan is so worded as to provide for both a General Works Committee, representing the employers of the entire establishment, such as might meet annually or on special occasions, and also, for Department Committees, (which is the sense in which the term "Shop Committee" is ordinarily used). These latter committees are the agencies by which the employees of the several departments, or sections of the works, take up in the first instance the various problems requiring adjustment with the management.

The General Works Committee is composed of the several Shop Committees representing the departments and sections of the plant. Thus, a single election in a department provides both a Shop Committee as such, and a portion of the Works Committee, which will be formed by the coming together of all the various Shop Committees.

Long experience has shown that committees of three are usually more effective than either larger or small ones. In order to insure workable committees of not less than three or more than five, examiners can either subdivide a plant into sections of not less than two hundred and fifty nor more than five hundred and fifty employees, thus securing committees of suitable size at once, or under some circumstances they may find it better to permit a somewhat larger section of the plant to elect committeemen and then to see that the committee resulting reduces itself to manageable proportions by subsequent election among its own number.

Before giving notice of any election under an award of the Board, the administrative examiner in charge shall submit in writing to the undersigned an election schedule, on which the place of the election shall be stated, as well as the several subdivisions of the plant by which shop committees are to be chosen.

The number of employees in each department or section of the plant shall be shown, the representation allowed upon the committee, and the time proposed for the election.

The place of the election and other details will be approved by the chief administrative examiner, as required in paragraph 3, section A of the official election plan.

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ELECTIONS OF SHOP COMMITTEES

In cases where elections are required to be held for the purpose of selecting Shop Committees, the following shall be the procedure:

Number of Committeemen

1. Shop Committees shall be selected to meet with an equal, or a lesser, number of representatives to be selected by the employer.

Each department, or section, of the shop shall be entitled to one committeeman for each one hundred employees employed in the department or section. If, in any department or section, there shall be employees in excess of any even hundred, then an additional committeeman may be elected provided the additional employees beyond the even hundred shall be more than fifty. If less than fifty, no additional representation shall be allowed. As an example: in a department or section employing three hundred and thirty men, three committeemen will be elected. In a department employing three hundred and seventy-five men, four committeemen will be elected.

Nominations

2. a. Due notice having been given of an election, ten days shall be allowed during which nominations may be made for candidates. In order that a candidate's name may appear on the ballot, such person must be nominated either at a meeting of the

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employees or any part of them duly called for that purpose, or by petition signed by not less than ten per cent. of those qualified to vote for any candidate so nominated.

By Convention

b. Meetings for nomination of candidates may be held at any places named in the calls for the same. The nominations and the attendance of at least ten per cent. of persons entitled to vote for nominees at any such meeting must be certified to by the Chairman and Secretary of the meeting.

By Petition

c. All nominating petitions must clearly name the candidate or candidates and have the signature of not less than ten per cent. of the bona fide employees qualified to vote for such candidate.

Filing Nominations

d. Nominations made either by meeting or by petition must be sent to the examiner of the National War Labor Board not later than ten days after the notice of election is given, and the election shall be held on the fifth day next succeeding unless such day should be Saturday or Sunday or a holiday, in which event the election shall be held on the next successive work day.

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Publishing Lists of Nominees

e. Lists of candidates selected by convention or petition and distinctively designated, may be posted by their respective supporters, on a bulletin board to be provided by the employer, convenient to the voting booths to assist voters in marking their ballots.

Elections. Place.

3. a. The election shall be held in the place where the largest total vote of the men can be secured, consistent with fairness of count and full and free expression of choice, either in the shop or some convenient public building as the Chief Examiner shall decide after conference, if need be, with the Secretary of the War Labor Board.

Election Officers

b. The election shall be conducted under the supervision of an Examiner of the National War Labor Board, who shall select as assistants two or more employees of the Department or Section for which the election is held. These persons shall constitute the Election Board, which will conduct the election, count the votes, and certify as to the correctness of the count.

c. An employee of the company to be nominated by the employer who shall preferably be the timekeeper or someone connected with the proper department or section who is qualified

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to certify to, and identify the voters as bona fide employees shall assist the Election Board in their duties.

Freedom from Undue Influence

d. All elections shall be held in accordance with the Australian or secret ballot. The names of all the nominees shall be printed in alphabetical order on the ballot, which shall clearly state the number to be voted for. This ballot shall be in the form that it may be folded so as to conceal the nature of the vote. Each employee presenting himself shall be certified to as qualified to vote and handed a ballot by the Tellers. Upon indicating upon the ballot by marking a cross opposite the names of the candidates for whom the employee wishes to vote, he shall, himself, place it in the ballot box. A booth or booths shall be provided where the employee may indicate his choice free from observation.

Foremen and other officials of the company shall absent themselves from the election to remove ground for a claim of undue influence.

Declaration of Election

e. The candidates receiving the greatest number of votes shall be declared elected by the Election Board. In the event of a tie vote, the examiner of the War Labor Board shall call for a new election within five days.

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Change of Procedure by Agreement

4. After the initial election under the supervision of the examiner of the Board, subsequent elections and any general rules or regulations pertaining to the selection of Shop Committees may be carried out through agreement between the employer and the Committee so elected. Proper provision should be made for reports of the shop committees from time to time to their respective constituencies.

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"INDUSTRY AND HUMANITY" ✓
35857

December 3, 1918

Mr. Richard H. Rice,
The General Electric Company,
West Lynn, Massachusetts.

Dear Mr. Rice:

I took the liberty of mentioning to the Houghton Mifflin Company that you might be able to supply their firm with a list of the members of the Manufacturers' Association of which you are the President. They had asked me to suggest the names of persons who might be interested in my book; and, remembering your very special interest and generous encouragement, I felt sure you would be glad to comply with a request of the kind.

I understand the book was to be out on Saturday of last week; but do not expect to receive a copy until I reach Chicago. Owing to the delay in getting the book out finally, I asked the publishers not to send out Author's copies until I had had a chance of supplementing the printed slip with a line of Christmas greetings. If, therefore, one of the first copies, which you were to receive, should be delayed in reaching you, please understand that the occasion of the delay has been for the reason mentioned.

I am wondering what you will think of the book after you have read it. I hope you will not feel too greatly disappointed.

With kindest remembrances, Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers

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"INDUSTRY AND HUMANITY." ✓

35858

GENERAL ELECTRIC COMPANY

WEST LYNN, MASS.

In Reply Refer to

December 9, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Dear Mr. King:

Please accept my sincere thanks for sending me author's copy of your new book, which I shall value very highly and read with the greatest possible interest. I note that you rather invite my writing you my impressions of the book, and this I shall be very glad to do.

Yours very truly,

Richard H. Rice

RHR-EAS

Acknowledged December 12, 1918.

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35859

GENERAL ELECTRIC COMPANY

WEST LYNN, MASS.

In Reply Refer to

December 9, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Dear Mr. King:

Thanks for your very encouraging letter of December 3. I notice that you will be able to call at Lynn in about two weeks, and I certainly think it would be very desirable to have you do so. Kindly, therefore, make your own arrangements in this regard and write or wire me the date which you may fix upon for your visit.

Yours very truly,

Richard H. Rice

RHR-EAS

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The Roxborough,
Ottawa, December 13, 1918

Mr. Richard H. Rice,
The General Electric Company,
West Lynn, Massachusetts.

Dear Mr. Rice:

I got back to Ottawa this morning, and find your kind letters of the 9th instant on my table.

I hope to get over to Boston some day next week. If you are likely to be away from Lynn on Thursday, Friday, or Saturday, please send me a wire to that effect. If I do not hear from you by Wednesday, I shall assume that any one of these three days is likely to prove convenient for our having a talk together, in which event I shall wire you definitely, before leaving Ottawa, the day on which to expect me.

With kind regards, Believe me,

Yours sincerely,

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CANADIAN PACIFIC R'Y. CO.'S TELEGRAPH

35861

TELEGRAM

FORM T. D. 1

CABLE CONNECTIONS TO ALL PARTS OF THE WORLD

J. McMILLAN, Manager Telegraphs, Montreal.

H137 RNB 11

WESTL YNN MASS DEC 16/18

W L MACKENZIE KING

THE ROXBOROUGH.

OTTAWA ONT

WILL NOT BE HERE THURSDAY ANY OTHER DAY AFTER TUESDAY CONVENI-
ENT

RICHARD H RICE.

370

PHONED
By [illegible] Time 3.00

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35862 Form 2C

Holiday Greeting

GREAT NORTHWESTERN TELEGRAM

GEO. D. PERRY, GENERAL MANAGER

Receivers No	Time Filed
Day Message	Night Message	Night Letter ✓

SEND THE FOLLOWING TELEGRAM, SUBJECT TO THE TERMS ON BACK HEREOF, WHICH ARE HEREBY AGREED TO

Ottawa, December 24, 1918 191

To Mr. Richard H. Rice,
126 Ocean Street,
Lynn, Massachusetts.

Heartiest Christmas greetings to you all, and renewed thanks for the pleasure of my visit and your kindness. The recollection of all your happiness adds much to the joy and cheer of my Christmas. Congratulations again on the happiness your fine spirit and work has brought to hundreds of humble homes.

W. L. Mackenzie King.

WHG. W.L.MACKENZIE KING

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Form 1C

35863



DEC 25 1918

GEO. D. PERRY, GENERAL MANAGER

1st OE

115 MO Z 43 BLUE

LYNN MASS 25

376

W L MCKENZIE KING

THE ROXBOROUGH OTTAWA ONT

THE RICE FAMILY SEND YOU HEARTIEST XMAS GREETINGS AND BEST WISHES FOR A HAPPY AND PROSPEROUS NEW YEAR AND WE HOPE THE NEW YEAR WILL BRING YOU TO VISIT AS AGAIN MAY YOU LONG CONTINUE YOUR WONDERFUL WORK FOR THE BENEFIT OF HUMANITY

J H RICE

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35864
FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

It is agreed between the sender of the message on the face of this form and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of any unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

Correctness in the transmission and delivery of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding one thousand miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

Ottawa, December 26, 1918

Mr. Richard H. Rice,
The General Electric Company,
West Lynn, Mass.

Will be New York tomorrow and Saturday. Address Harvard Club, 27 West Forty-Forth Street. Have engagements for tomorrow; but will try to keep Saturday free.

W. L. Mackenzie King.

DAY LETTER
COLLECT

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CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

35806 Form 1204

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT

64 W 45th St. N.Y.

E20 NYR 26

LYNN MASS 455PM DEC 25

W L MCKENZIE

1208

KING HARVARD CLUB 27 W 44 ST NY

I AM EXTREMELY SORRY AM UNABLE TO BE NEWYORK TOMORROW

HAVE NOTIFIED MR YOUNG THAT YOU ARE THERE AND

BELIEVE HE WILL COMMUNICATE WITH YOU

RICHARD H RICE

545P

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35866

GENERAL ELECTRIC COMPANY

WEST LYNN, MASS.

In Reply Refer to

December 28, 1918.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Dear Mr. King:

I am sending you herewith extract of brief of employees presented to the War Labor Board on August 7, also copy of plan of representation of employees suggested by the National War Labor Board.

Yours very truly,

Richard H Rice EAS.

EAS

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35867

C O P Y

Extract of brief of employees

Lynn, Mass., August 7, 1918.

The National War Labor Board,

Gentlemen:

We herewith respectfully submit for your consideration a statement of the employees of the Lynn Plant of the General Electric Company. We will show what precipitated the recent strike and who was responsible for its existence and continuance.

We will show that the company violated the principles of the War Labor Board, by discharging men for Union affiliations and sympathies, which was the immediate cause of the strike.

Mr. Fish said at the hearing before the examiners for the War Labor Board August 5 that the stoppage of work at the Lynn plant of the General Electric Company was not a strike, but a stampede. That was his way of distinguishing between an organized, pre-arranged strike by workmen already associated in trade union, and a strike that grew directly out of industrial conditions, and was followed by organization instead of preceded by it. The distinction between the two is highly significant.

It is significant because it shows that strikes are not the product of trade unions, but instead are the product of unbearable industrial conditions. They come whether there is a trade union or not, probably more quickly and more often where there is no union through which the workers can speak. Many employers believe they must prevent organization because organization will cause strikes. But the vast number of strikes

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in recent industrial history that were by unorganized workers shows the fallacy of this, and shows, too, the necessity of collective bargaining for industrial harmony. The Colorado Fuel and Iron Company thought it had solved the industrial question when in 1904 it deported thousands of men who had struck in the coal mines of Colorado. It imported new and unorganized men to take their place, but in 1914 the men who came as strike-breakers in 1904 rebelled and the result was the bloodshed that began at Ludlow. Now there is a union.

The complete and terrible failure of the Colorado Company to suppress organization offers a clear parallel to the failure of the General Electric Company to suppress organization at Lynn. In both places the campaign to intimidate workers and prevent their unionization only hastened a strike. It came spontaneously, and nothing could have prevented it.

There is only one way to prevent strikes and the consequent stoppage of production: that is to recognize the right and the necessity (from the standpoint of the industry itself) of collective bargaining, of the presence of a medium through which grievances may be adjusted and wages fixed. If the workers cannot deal with the management through committees, they will deal with it by the strike.

Much has been made in the newspapers and by the company of the fact that no demands were presented prior to the strike. That is the same as saying that there was no collective bargaining before the strike. Of course there was not. That was the cause of the strike. There was no way in which the 14,000

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employees of the plant could formulate and present their grievances to the company. Consequently they struck, and then at mass meetings framed their demands. Men and women who had sought to introduce collective bargaining had been dismissed, and those who had attended meetings to discuss plans for collective bargaining (which is recognized by the United States government through the National War Labor Board as an industrial necessity) were invaded by agents of the management for the purpose of "disciplining" those who attended.

The strike was the first measure of collective bargaining. As soon as they could, the employees formed and presented their demands. Had they been able to do it, by reason of an attitude of accommodation on the part of the management, there probably would have been no strike.

The strike was the result of the company's violation of the government's war labor program, by its opposition to any degree of collective bargaining.

.....

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35870

House of Commons

OTTAWA

Valleyfield, Que.,

March 11th. 1918.

Dear Mr. King:-

In Montreal Saturday, I had an opportunity of discussing with a friend who is sympathetic and in a position to help, the matter you and I had talked over. I am satisfied things are coming alright, but we must keep it out of the news-papers.

Hope to meet you early next week, when I will give you full details.

Yours Sincerely,

Hon. MacKenzie King,

Ottawa, Ont.

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35871

October 23rd. 1918

J.A. Robb, Esq., M.P.,
Valleyfield,
Q U E.

Dear Mr. Robb:-

Re' District Meetings.

In the fall of 1915 I was one of the "original firsts" in promoting the formation of the National Liberal Advisory Committee and at the formation of said Committee I was appointed Chairman of the Publicity Sub-Committee.

At the meeting of the Advisory Committee in July, 1916, I presented my report, copy of which I herewith enclose to you. The same was unanimously adopted with a special recommendation that District Conferences be held.

I had prepared the literature for the Federal Campaign of 1896, 1900, 1904, 1908 and 1911. In 1904 & 8 I had considerable assistance but even in these years I compiled the most of the literature and had always to edit all of it. In each of these years there would be fugitative leaflets gotten out by others but the main material was by myself. I performed similar Provincial services for Mowat in 1894, Hardy in 1898, and Ross in 1902, and I have yet to hear from the thousands of speakers, editors and others who used the documents I prepared in either Federal or Provincial affairs that they were faulty in any regard.

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The same, both to preparation and use, may be said of the documents gotten out in 1915 by John Bain and myself. I compiled some of these and edited all the rest, besides giving the outlines for all their compilation. You willalso recollect a booklet I wrote in the early summer of 1917 on Aim of Liberalism.

From November 15th, 1893, to same date 1904, I looked after the practical organization in Ontario in both Federal and Provincial affairs (except that from 1902 I did nothing in that regard in Provincial affairs as I was arranging to locate and did locate permanently in the practice of law at Ottawa in 1903.) My opportunities were both practical and literary and gave me a very wide acquaintance.

Since coming to Ottawa I have kept in touch with Federal matters particularly as they effect Ontario and west of the Great Lakes. In 1909 I reprinted and issued an interview (a newspaper had with me) in the form of a circular as to District Liberal organizations and recieved over 500 letters approving or giving helpful suggestions, but those in authority stood in the way and nothing was done. I issued it in the attached form in 1913 with similar approbation and similar non-effect.

From all the foregoing you will gleam it was not difficult for me to compile the report of the Publicity Committee. I will be pleased to discuss it with you at any time.

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In the fall of 1916 we had a conference at Ottawa invited by the officers of the Ottawa Reform Association. It was attended by delegates from 10 ridings and over 500 delegates were present. The most of two days was occupied in discussion and proposals to organize and I was appointed Chairman of the Eastern Ontario Liberal Committee. Other conferences were held in Belleville, Hamilton and North Bay. I was present at all of them and appointed on one of each of their committees.

The gyrations of the session of 1917 destroyed much of the good work done, but probably without these preliminary steps we would not have succeeded in having 82 candidates in the field in Ontario at the general election.

A district conference (to form a District Association) will be held in London next month and friends who are advancing the cause have asked me to prepare a draft constitution, resolutions and programme. I would be very glad to have you drop in to see me on these and any other matters in which I might be of service to you.

You can readily surmise that I have had some experience with whips and that a good whip seeks out all and sundry to assist him. I of course cannot take the outward form of activity for I am now interested in my profession, but from my office I may be of a little service.

Permit me to suggest that before you go to London you take

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opportunity to get what you can on the general aim and attitude of such gatherings.

I am sending a copy of this letter to Sir Wilfrid Laurier. He has several copies of the publicity report and I might say that said report leaned far over to encourage the "Information Office."

Yours faithfully.

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for the enquiry tires. but you are such a busy man. I dislike to give you further trouble in the matter. beyond a note of thanks. and telling you that I do so appreciate what you did and quite understand that you did all that was possible! I have had many very kind letters from D. Allen. and had Casoni in Boston. to see D. Joslyn. who D. Allen advised me to see. some day. perhaps. I may see you for a few minutes and tell you more and thank you personally.

Believe me. with kindest regards

Yours Sincerely

Clarence B. Robert.

371 Beacon St
April 1st 1918.

Personal 35875

My dear Mr. King

I am enclosing you the letters Mrs Libbie Burton some days ago. My agent that you have been approached again on the subject. our Lady friend is most kind and interested. always but I would prefer not to impose on any ones good nature. and to have you feel I am taking advantage of you. it seems a little difficult to write you on the matter. by I can rather get you by phone. I would like so much to call upon you. and thank you personally for your kindness and the trouble you took

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35876

The Roxborough,
Ottawa, April 2, 1918.

My dear Mrs. Robert:

Allow me to thank you for your very kind letter which I received this morning, and with which you returned the letters I sent Mrs. Tibbits some days ago.

I am glad you appreciate the position in which I find myself as respects making a further appeal to the Rockefeller Institute. I much appreciated Mrs.Tibbits' speaking to me of the possibility of making further effort; but I knew that if she understood the exact situation, she would see the dangers of possible embarrassment through any renewed efforts on my part.

I have always regretted that it was possible for me to do so very little, where I should like to have been able to have done a great deal; but I know, without any need of further mention, how genuinely appreciative you have been, and

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my only wish is that I could feel that my endeavours merited the generous appreciation you have kindly given.

With kind regards, Believe me,

Yours sincerely,

W. L. MACKENZIE KING

Mrs. Robert,
371 Wilbrod Street,
Ottawa.

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✓ INDUSTRIAL RELATIONS
3587S

FREDERICK P. FISH
CHAIRMAN

FREDERIC C. HOOD
TREASURER

MAGNUS W. ALEXANDER
MANAGING DIRECTOR

NATIONAL INDUSTRIAL CONFERENCE BOARD

15 BEACON STREET BOSTON, MASS.

December 31, 1918.

Mr. F. A. McGregor, Private Secretary to
W. L. Mackenzie King, Esq.,
The Roxborough,
Ottawa, Canada.

Dear Sir:

It gives us much pleasure to send you under separate cover Report No. 10, "Arbitration and Wage Fixing in Australia," which please accept with our compliments.

We have published quite a number of research reports, and would be very glad indeed to send them to Mr. King, as well as such others as may be published from time to time, at 50% discount from the attached list. If you will kindly intimate which of the reports you would like to receive we will be very glad indeed to forward them to you.

Yours very truly,

NATIONAL INDUSTRIAL CONFERENCE BOARD,

By J. Mackintosh Bowerman

JMR/JFB
Enc.

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INDUSTRIAL RELATIONS

35879

The Roxborough,
Ottawa, January 14, 1919

Mr. J. M. Robertson,
National Industrial Conference Board,
15 Beacon Street,
Boston, Mass.

Dear Sir:

On Mr. Mackenzie King's behalf, let me thank you for your letter of the 31st ultimo, which has remained unacknowledged on account of absence from the city, and for the copy of your Board's Report on "Arbitration and Wage Fixing in Australia", for which Mr. King is obliged to you.

Mr. King is most pleased to have the list of research reports which your Board has issued, and would be glad if he could receive announcements of such other publications as you may publish from time to time. At the moment, the report you have been good enough to send is the one he particularly desired to have. He hopes it may be possible to take advantage of the generous discount you have mentioned when other publications appear which are of special interest.

Yours very truly,

F. A. McGREGOR

Private Secretary.

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35880

THE EVENING TELEGRAM
TORONTO.

January 26th, 1918.

The Hon. W. L. Mackenzie King,
Ottawa, Ont.

Dear Mr. King,

I am going to place in my Collection in the Toronto Public Library a picture of your dear mother, a copy made from the Forster picture. I have the photo from Forster and all I want is permission from you for my artist, Mr. Owen Staples, to get the exact coloring and finish up the picture from the original. Would you kindly allow me to have this done ?

I am going away south shortly and I want to arrange it before I leave Toronto.

I consider the likeness a most excellent one and I am sure that Owen Staples will make a fine water color of it.

Yours truly,

JRR/W.

J. Ross Robertson

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35881

The Roxborough,
Ottawa, January 29, 1918.

Mr. John Ross Robertson,
The Evening Telegram,
Toronto.

Dear Mr. Robertson:

I was much touched by the mention in your letter of the 26th instant, of your intention to place a picture of my mother in your collection in the Toronto Public Library. No one I have ever known possessed a spirit of more exquisite humility than my mother, but I can well imagine what her feelings would have been had she known that a picture of her was likely to find a place in your collection near that of the mother she loved so dearly.

I know that this thought on your part relates itself to the Mackenzie family connection. At the same time I believe there is also an element of personal affection in it, and on my sister's and brother's as well as my own behalf, I should like to express a word of heartfelt thanks for your great generosity.

I have two paintings of my mother, both by Forster. I enclose a copy of the one which is in my library here. A reproduction of it appeared in the "Telegram" at the time of Mother's death. The one you received a copy of from Mr. Forster is, I imagine, the larger life-size portrait, a reproduction of which appeared in the Toronto "Star" at the same time. If it is the latter picture which you are thinking of having copied, it is at the moment stored with some other paintings at Rawlinson's warehouse on Yonge Street. Mackenzie & Company, formerly of Yonge Street, now of King Street West, packed the paintings for me at the time of Father's death. They were put temporarily into storage, pending a decision as to where Mother and I might subsequently live. Alas, with the exception of one or two days, she was confined to her bed for the entire year after she came to be with me at Ottawa, and we never got a chance to change our place of residence from the Roxborough to a home of our own.

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-- I am writing Rawlinson to-day (copy of letter enclosed), asking them to allow you to have the picture whenever you may wish to send for it. Instead, perhaps, of having it returned to the warehouse, it might be expressed collect direct to me here at Ottawa, if Mr. Staples would find that quite as convenient as having it returned to the warehouse. I have thought once or twice of bringing all the paintings down, but it is only my lack of accomodation here which has prevented it. I think, however, I shall take advantage of this occasion to get among the paintings, to have the oil painting of my father, which is stored there, also sent down.

If there is any difficulty in locating my mother's picture among the others, Mackenzie, I am sure, would arrange to have whoever did the packing pick out the one you want from among the others. The pictures were packed ready for shipment. That may make it a little difficult to find the desired one without some assistance. I think, however, they were all properly labelled.

I am reminded, in writing, that Mrs. George Lindsey mentioned to me at the time of Mother's funeral that you were anxious to have your artist do something further with the painting of Mother's mother. I do not remember whether she said it was to have the painting for the purpose of having it further restored, or whether it was for use in connection with the copy already made. If, however, you should wish that painting also for any reason, it is in storage with the others, and you are entirely welcome to have it. The one of my grandfather, William Lyon Mackenzie, is also with it, and, as you know, in much the condition in which my grandmother's painting was before it was retouched by Mr. Staples. If you think it would help to preserve the picture and to improve its appearance to have Mr. Staples retouch this portrait, I should be glad, were it convenient for him to do so, to have him do what may be necessary at my expense. When through with both pictures, I should also be glad to have them sent on here.

If the little picture which I enclose is the one you had thought of having copied, I should be glad to arrange to meet Mr. Staples' wishes in the matter of the original. This painting was made by Forster at my little cottage at Kingsmere, in the Chelsea Hills. The fireplace is one I have in the cottage, and the book which lies open on my mother's lap is the second volume of Morley's "Life of Gladstone",

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which we read together that summer, some ten or fifteen years ago. In the original painting the colors are remarkably good; the fire-light on the face and dress produces a very lovely and soft effect.

Thanking you again for your goodness in this matter, and with kindest remembrances, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

P.S. - The paintings, along with other articles, are covered by insurance which I have with the London Assurance Corporation as at Rawlinson's warehouse. It might be well, in the event of having any of the portraits removed, to have Mr. S. Bruce Harman, the agent, notified of the transfer of the pictures to some other place, that the necessary adjustment as to insurance may also be made.

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35884

THE EVENING TELEGRAM

TORONTO. January 31st, 1918.

W. L. Mackenzie King Esq.,
The Roxborough,
Ottawa, Ont.

Dear Mr. King,

Thanks for your very kindly letter of the 29th. I appreciate fully all you say about your dear mother. I am almost afraid to say how long it is since I first had the pleasure of meeting her, but it was in the fifties, I think somewhere about '55 or '56.

I remember her brother Billy and I were very chummy. I think at that time the family lived on a street west of Peter and north of King.

I remember the last talk I had with W.L.M. himself. He had just returned from a book sale in New York and I sat down in an alcove in the news shop of C. A. Bachus on Toronto St. and listened to him talking to what went on at these book sales, which in those days were annual or semi-annual events. Afterwards Billy, W.L. and I walked up the street and I went to an office off the Globe Lane to get something for the boys paper I was running and got what I wanted. I think W.L. said "give Johnny Robertson what he wants", and that is all I recollect of the matter.

Billy was a fine fellow. His father once told him that I would have a big paper in Toronto some day. It is rather a coincidence that that remark was made by a man named Edward Hynes, a printer, in that very same year, in the Cleland Printing office on Yonge St., and after I went out he made that remark to Geo. M. Kelly, and George M., forty years after told me of the incident. Both these incidents I remember when I was only about 9 years of age.

I also remember McIntosh's house on Yonge St. with every window pane smashed. You, of course, know of the incident.

Another incident I recall in my career that may amuse you. On one occasion I was calling with my father, this would be about 1852, on the Miss Wilson's, the sisters of William Wilson who was cashier of the Bank of Montreal. When we were in the drawing room George Percival Ridout came in. He was an old friend of my father's and in due time I was introduced to Mr. Ridout. I, of course, had a great deal of regard for anyone who was an M.P. and said something to my father and used the word M.P. Ridout turned around and patted me on the shoulder and said "It is all right, my boy, you will be M.P. for Toronto some day." Forty-six years

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THE EVENING TELEGRAM
TORONTO.

afterwards I sat in his seat in Parliament for the East Riding of Toronto. However, this is just a bit of reminisceness.

Let me say with regard to your ~~wife's~~ mother's picture, that is the one I photographed, I took the picture over to my artist, Owen Staples, and we examined it very closely with a glass, and it was in such a bad condition that I never would have got a satisfactory photograph as it was, so I told Staples to take it out of the frame and restore it. He worked for about three days on the picture and improved it very much indeed. He declared to me that it was a very fine piece of art work and that it was evidently the picture of a very handsome woman.

I said to your mother, when returning the picture, that some day or other, when Staples had time, I would get him to give another few hours work to that picture to make it O.K., but worse luck that day never came, for I think your mother left Toronto very shortly after and went west, and then to Ottawa.

I think the photo I am copying is the three-quarter length by Forster, at the same time I want to say that the little photo you send me is, to my mind, a perfect gem.

Now, with regard to the copying of the picture. I am placing in my Collection the last of 500 pictures, which will be the last of any large lot that I shall place in the Collection for some time to come. Among this last lot are the Members of Parliament for Toronto from 1792 to 1918. I have, of course considerable difficulty in getting some of the early photographs, but there are three or four in silhouette form that I shall be able to get and the lot will be fairly complete.

It may be of interest for you to know that York was never represented in Parliament as a town till 1820. From 1792 to 1820 it was divided into the East and West Riding of York that had Members and it was the Member of the East Riding of York who represented the town of York or Toronto, as the town was in the East Riding.

It is too bad that I have not a picture of some kind of W. L. Mackenzie when he was Mayor and also member.

Of course I have used in my collection of Mayors of Toronto the only picture of your grandfather that I know of. I never saw a photo of the oil that was in your mother's house on Yonge St. I remember that it hung in the drawing

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE EVENING TELEGRAM
TORONTO.

room to the north of your grand mother's picture, but I will have a look at it some day.

Now with regard to copying it. I cannot do anything with it till Staples gets through with the work he has on hand. He tells me that he will be through by the end of February. I am going to Florida in ten days time, but I will leave word with Staples and see Rawlinson. The best of care will be taken of the picture and Staples will give it a final look over. It will be kept in Staples studio and in due course it shall be boxed and sent to Ottawa. I will get Mackenzie to do the packing as he does all my work. I will also have the insurance attended to.

I don't think there will be any trouble in getting the proper picture when they are all labelled.

I might be able, later on in the summer, to get Staples to look over your grand father's picture, as it was not in good condition.

As I come to the last paragraph in your letter I note what you say about the little picture which was made down at Kingsmere. I will have a talk to Staples about it.

By the way, Kingsmere reminds me of some pleasant days I spent with the Bourinot's when I was dodging the requisition asking me to run for Parliament in 1896. For two days nobody could find me, but eventually they did land me as I stepped off the train at the Union Station three nights after.

With many thanks to you for your courtesy,

Believe me,

Always yours sincerely,

JRR/W.

J. Ross Robertson

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35887

The Roxborough,
Ottawa, February 1, 1918.

Mr. John Ross Robertson,
The Evening Telegram,
Toronto.

Dear Mr. Robertson:

Your letter just received is so kind and interesting that, though it is an answer to mine and you may therefore not expect an answer, I cannot refrain from sending just a line.

The interest you took in my mother's family was, I know, something for which my mother was always grateful. That gratitude is now mine for your interest in her and the reverent regard you have for her memory.

I thank you for the reminiscences which you narrate, and which I am glad to have in the form of a letter from yourself. They interest me immensely.

Hoping that Mr. Staples will have no difficulty concerning the paintings, and looking forward to the time when I may have opportunity of going over your collection in company with yourself, I am, with highest regard, dear Mr. Robertson,

Yours very sincerely,

W. L. Mackenzie King Papers

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CANADA

35888

OFFICE OF

THE EVENING TELEGRAM

TORONTO, ONT.

Toronto, 11th February, 1918.

W. L. Mackenzie King, Esq.,

Ottawa, Ont.

Dear Sir:—

The general public have been good enough to pay me the compliment of appreciation for what I have tried to do in giving the people of Canada an opportunity of seeing the history of the Dominion in picture form during the past hundred and fifty years in my Historical Collection, which I have presented to the Public Library, Toronto.

Now, it would not be proper to sound the praises of my own wares--and there is no reason why I should--for the wares, or rather pictures, speak for themselves; but I want to call attention to what will be helpful to you when visiting the Collection of 5,000 Canadian Pictures which 75,000 people have seen since the opening of the Collection in 1912.

I have been deluged with requests for not only an ordinary catalogue, but a guide to the Collection--a book that would not be a mere list, but something in which each picture would be described and its real meaning in Canadian history explained.

The work of compilation has taken eighteen months, and the result is a volume of 600 pages, which Dr. Locke, Chief Librarian, calls ''the great topical history of Canada.'' Dr. Colquhoun, Dep. Minister of Education, says ''The notes on the pictures are really short stories, every one of historical interest.''

I have printed an edition of only 1,000, bound in cloth. The price is $2.00 at the Historical Room in the Public Library or at The Evening Telegram Office, Toronto, or $2.25 postpaid outside of Toronto.

I am sending this letter to a selected list of prospective readers who, I am sure, are interested in the preservation of our early history, and who will find in every note in this volume as interesting a record as in any Canadian historical work.

Yours faithfully,

J. Ross Robertson

P.S.--If you desire a copy, return enclosed card with P.O. order, if outside Toronto, or cheque for city, and book will be sent.

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PUBLIC ARCHIVES PUBLIQUES

CANADA

The following numbers in the Catalogue are those in which I think you would be personally interested:

35889

256,363 - Wm. Lyon Mackenzie,

1043 - Mrs. Wm. Lyon Mackenzie .

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The following numbers in the Catalogue are those in which I think you would be personally interested:

35889

256,363 - Wm. Lyon Mackenzie,

1043 - Mrs. Wm. Lyon Mackenzie .

W. L. Mackenzie King Papers

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PUBLIC ARCHIVES PUBLIQUES
CANADA

35890

What Art Has Done for Canadian History.

* * *

The J. ROSS ROBERTSON COLLECTION in the Public Reference Library, College Street, Toronto.

* * *

This Collection covers about Five Thousand Illustrations, 3,715 in the lower Art Room and 1,000 in the upper Art Room of the Library Buildings. These pictures include originals and reproductions in every form of art of all known pictures in connection with Canadian history, from the landing of Wolfe at Louisburg in 1758 to the present time.

The Collection in the lower Art Room comprises paintings, engravings, portraits, prints, etc., in mezzotint, line and stipple by and after painters and engravers of the English school, with water colors, pastels, pencil, sepia and wash drawings, pen and ink sketches, lithographs and aquatints by well-known British and Canadian artists on subjects relating to Canada and Newfoundland, with views of noted landmarks of all principal cities and towns from the Atlantic to the Pacific, and particularly the landmarks of the Town of York, now Toronto, the capital of the Province of Ontario, and the cities of London, Ont., Hamilton, Kingston, Montreal, Quebec and Halifax.

In these rooms may also be seen the J. Ross Robertson Ornithological Collection, embracing the Pope Collection of two hundred and twenty-six examples in water color and one hundred and fifty pictures in color of a special collection.

The Collection has been gathered by the donor during the past fifty years, and was first opened in 1912, and has been added to each year down to the present time. It has been visited by about 75,000 people of Toronto and all parts of the Dominion.

Every picture has a full inscription, and when necessary, all pictures are keyed. This keying is helpful in identifying persons in pictures where there are groups of people, or many buildings, so that each person or building can be identified. It is the only collection in the world where this system of keying has been adopted.

The price of the volume is most reasonable, $2.00 per copy, at the counter of the Library, or at The Evening Telegram office, Toronto, and $2.25 for subscribers outside of Toronto. The price for copies ordered for Great Britain is ten shillings and sixpence delivered. Orders should be sent to J. Ross Robertson, Evening Telegram Office, Toronto.

Admission to the Collection is free.

W. L. Mackenzie King Papers

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PUBLIC ARCHIVES PUBLIQUES
CANADA

35891

LANDMARKS OF CANADA

"WHAT ART HAS DONE FOR CANADIAN HISTORY" is the title of the most recent addition to Canadian books, a volume of nearly 600 pages, describing in detail the three thousand seven hundred and fifteen (3,715) prints which are in the J. ROSS ROBERTSON HISTORICAL COLLECTION in the Public Reference Library of Toronto. To those who know not the Collection—who are not of the 75,000 people who have visited it during the past—the following paragraphs from the introduction to the book will be of interest:

"The Collection is impressive even to the man who thinks in dollars; it is interesting to those who find in it scenes and persons familiar to them and recalling the early days of Canada; it is illuminating to the student of our history; but, above all, it is the national character of the Collection that awakens the deepest emotions—that here is the history of a young nation, the background of men and events which have brought us to this critical period in the world's history, and have made us active participators in the solution of a great world problem and crisis.

"To the boy and girl at school; to the young man and woman at college, whose knowledge of Canadian history is but an acquaintance with the dry details of a text-book; to the elderly man and woman, who can remember some of the people and some of the scenes depicted; and even to the people from other lands who have adopted this country as their home, and wish to know something of its history—to all these the J. ROSS ROBERTSON HISTORICAL COLLECTION will be a means of education as well as recreation, and the name of the donor will live in everlasting remembrance for this practical, local and national gift to the city of Toronto."

But this volume is not a mere catalogue. It is a topical history of Canada with particulars which could never appear in an ordinary history, and all of which are related directly to the picture described.

The comprehensive index is one of the features of the book. It is simply a perfect exemplification of indexing, evidently done by an expert. As a book of reference the book should be on the shelf of everyone interested in Canadian history, and to those engaged in research work the volume is invaluable.

GEO. H. LOCKE,
Chief Librarian.

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CANADA

35892

THE EVENING TELEGRAM

TORONTO

April 16th, 1918.

G. G. Lindsey, Esq.,
Bank of Toronto Building,
Bay & King Sts.,
Toronto.

My dear Lindsey:

Thanks for yours of Feb. 18th which I have on my return from Florida.

I am sorry I cannot get a picture of John McIntosh. It may be that he is the exact likeness of his son, but I should have to get an original picture. I was told some years ago that there was a picture by Charles Durand.

By the way there is going into my Collection a beautiful picture of John King and of my dear old friend his wife. I will bring both these pictures down to my office and leave them with my secretary so that you may see them. I think you will say they are all right. The picture of Mrs. King is made from the original in Rawlinsons. Nothing has given me greater pleasure than to honor her and her husband's memory by having their portraits in my Collection.

Yours truly,

J. ROSS ROBERTSON.

JRR/W.

COPY

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35893

The Roxborough,
Ottawa, April 20, 1918.

My dear Mr. Robertson:

George Lindsey has allowed me to see your letter to him of the 16th instant, which speaks of your intention of including ăh your Collection a picture of my father, as well as the one of my mother of which we have had some correspondence.

I cannot say how deeply touched I am to know that a picture of my father is to be included. It is an honor to his memory which I shall ever cherish with feelings of deepest gratitude, and I thank you much more sincerely than it is possible for me to express in words.

With kindest regards, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

Mr.John Ross Robertson,
Toronto.

W. L. Mackenzie King Papers

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CANADA

THE EVENING TELEGRAM
TORONTO.

April 29th, 1918.

Hon. W. L. Mackenzie King,
The Roxborough,
Ottawa, Ont.

My dear King,

I have yours of the 20th and I intended to answer it on the day of its receipt, but I had to leave for New York and only returned home Saturday morning.

The pictures are excellent likenesses and artistically well done. I am sure you will be pleased with them when you see them. They will be framed up together.

I had a high regard for your father and as for your dear mother no one outside of your own people could have more respect and regard for her than I had.

Let me say, however, that before I can frame the picture I must have the following information. I want the names of your grandfather and grandmother, and the birth date of your father and mother, when your father was called to the Bar, what positions he occupied in connection with the Law Society and the date of the deaths of your father and mother. I think your mother was the fourth daughter, was she not ?

Did I ever tell you that I got hold of a picture of Mathews from Mrs. O. B. Shepherd. She found it in an old album which belonged to the family of Montgomery, her grandfather, but I have never been able to get a picture of Lount.

If you can send me the information I want by return I shall be much obliged as I want to get the pictures framed up.

I hope to be in Ottawa within the next ten days and I will not fail to give you a call.

Yours sincerely,

JRR/W.

J. Ross Robertson

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CANADA

35895

The Roxborough,
Ottawa, May 10, 1918.

Mr. J. Ross Robertson,
The Toronto Telegram,
Toronto, Ontario.

My dear Mr. Robertson:

Your letter of the 29th ultimo came during my absence in New York. I received it on my return to Ottawa only yesterday.

I cannot say how happy its contents have made me, nor how grateful I feel to you for your great kindness. I am glad to know that you are likely to be in Ottawa shortly, and I certainly hope I shall have the pleasure of seeing you while you are here.

I expect to leave for the American West about the 22nd of the month. If able to arrange my plans so as to permit of it, I shall stop over in Toronto with a view of seeing the pictures of Father and Mother which you have had painted.

That reminds me that, while you were out of the city a short time ago, I was in Toronto for a day, and spent part of the afternoon looking at your wonderful collection in the Public Library.

I was delighted to see, among the pictures there, the photograph taken at Government House in which you and my mother and Sir John and Lady Gibson are in the foreground. It is a pity that Mother evidently moved her head just as the photo was taken, and that the face should be a little blurred; but the picture of her figure is very life-like. So far as I know, it is the only full-length picture of her in existence.

I saw the portraits of William Lyon Mackenzie and of Mrs. Mackenzie, and liked them exceedingly. It makes me very proud to feel that both my father's and mother's portraits will find a place in this collection. On my brother's and sister's behalf, as well as on my own, I should like again to express our lasting thanks to you.

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CANADA

I am giving on an enclosed slip the particulars requested in your letter concerning the names of my grandfather and grandmother, dates of birth, etc., etc. I have given doubtless more in the way of detail than you will wish to have, but from the particulars given you will be able to take whatever may be necessary.

My mother was Mackenzie's youngest daughter, and also the youngest child: she was the thirteenth child. How many were boys, and how many were girls, I am not sure. I think, however, she was at least the sixth daughter, possibly the seventh.

I am sorry not to have been able to send you this information immediately. My absence from Ottawa will explain the delay, which I hope you will pardon.

With kindest regards,

Yours very sincerely,

W. L. MACKENZIE KING

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CANADA

John King, M.A., K.C.

Born, Toronto, September 15, 1843.
Died, Toronto, August 30, 1916.
Son of John King (Royal Horse Artillery), born Tyrie, Aberdeenshire, Scotland; and Christina Macdougall, born Glasgow, Scotland.
Called to the Bar, 1869.
Lecturer to the Law Society of Upper Canada, Ontario Law School, Osgoode Hall, Toronto, 1893 to 1915; and thereafter, to time of death, Lecturer Emeritus.
Member of the Senate of the University of Toronto, from 1879 to time of death.
Author of ~~"The Law of Libel"~~; "The Law of Defamation"; "Slander and Libel in Canada"; Law of Criminal Libel"; "McCaul, Croft, Forneri: Personalities of Early University Days"; "The Other Side of the Story"; and papers and pamphlets on the History of Newspaper Libel, Criminal Law of Libel, etc.
Honorary member, and for many years Legal Adviser, to the Canadian Press Association.
Had much to do with drafting and promoting amendments to the laws of libel, civil and criminal, of the Province and the Dominion.
Served in Fenian Raid, 1866.

Isabel Grace Mackenzie King

Born, New York, February 6, 1843.
Died, Ottawa, December 18, 1917.
Thirteenth and youngest child of William Lyon Mackenzie and Isabel Baxter.
Date of marriage, John King to Isabel Grace Mackenzie, December 12, 1872.

Note - John King, the father of John King, served with the Royal Forces in the Rebellion of 1837. He was in command of a detachment of artillery at Prescott.

W. L. Mackenzie King Papers

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PUBLIC ARCHIVES PUBLIQUES
CANADA

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

3589

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

9049

384

133 N BO 3 5 EX

. YOUNGSTOWN O 25

WM KING

THE ROXBOROUGH OTTAWA ONT

OCT 25 1918

WE ARE CONSIDERING COLLECTICE BARGAINING PLAN WOULD LIKE TO HAVE YOU M EET US YOUNGSTOWN OHIO FIRST OF NEXT WEEK TO STUDY OUR CONDITIONS AND ADVISE US PLEASE WIRE

C S ROBINSON

. YOUNGSTOWN SHEET AND TUBE CO. .

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES

CANADA

W153-6 18-5M

35899

TELEGRAM-SENT

THE YOUNGSTOWN SHEET & TUBE CO.
Youngstown, Ohio

To W. L. Mackenzie King, Dated Oct. 25, 1918.

The Roxborough,

Ottawa, Canada.

We are considering collective bargaining plan Would like to have you meet us Youngstown Ohio first of next week to study our conditions and advise us. Please wire.

C. S. Robinson,

The Youngstown Sheet & Tube Co.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35900

N.L. 2

NIGHT LETTER

The Great North Western Telegraph Company of Canada.

Exclusive connection with the
WESTERN UNION TELEGRAPH CO.

Cable Service
to all the world

Z. A. LASH, President

GEO. D. PERRY, General Manager

Receiver's No.	Time Filed	Check

SEND the following NIGHT LETTER subject to the terms printed on the back hereof, which are hereby agreed to

Ottawa, October 25, 1918

C. S. Robinson,
Youngstown Sheet & Tube Company,
Youngstown, Ohio.

Am leaving tomorrow (Saturday) for Denver, Colorado, stopping over Toronto Sunday and Chicago Monday. I might be able to arrange postponement of Chicago engagement till Tuesday morning to admit of conference in Youngstown if train connections allow, and if so brief a conference would serve any useful purpose. The earliest date at which I could come to Youngstown to make a study of conditions would be early in December. Please wire if you wish me to try to arrange postponement Chicago engagement one day. Am very sorry cannot do better. Colorado engagement already a month overdue.

W. L. Mackenzie King.

COLLECT

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

35901

FORM 1 T.W.

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

51 N CV 27-6 EX

YOUNGSTOWN O 26

OCT 26 1918

W L MACKENZIE KING 230

THE ROXBORO OTTAWA ONT

TELEGRAM RECD VERY ANXIOUS FOR YOU TO POSTPONE CHICAGO ENGAGEMENT AND BE IN YOUNGSTOWN TUESDAY WIRE IF YOU CAN SO ARRANGE.

C S ROBINSON

THE YOUNGSTOWN SHEET AND TUBE CO

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35902 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

It is agreed between the sender of the message on the face of this form and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of any unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

Correctness in the transmission and delivery of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding one thousand miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Send the following message, subject to the above Terms, which are hereby agreed to.

Ottawa, October 26, 1918

Mr. C. S. Robinson,
Youngstown Sheet and Tube Company,
Youngstown, Ohio.

Am trying to arrange postponement Chicago appointment to admit of stopover at Youngstown from one-thirty-five till eight p.m. on Tuesday twenty-ninth. Will wire just as soon as final word received.

W. L. Mackenzie King.

COLLECT

W. L. Mackenzie King Papers

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CANADA

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

35903 FORM 1 T.W.

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAPH AND CABLE TELEGRAM

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

85 N RO 21

OCT 27 1918

YOUNGSTOWN OHIO OCT 27/18

W. L. MCKENZIE KING, 795

THE ROXBOROUGH, OTTAWA ONT.

TELEGRAM RECEIVED EXPECT YOU TUESDAY AFTERNOON IN CASE FAIL TO MEET YOUR TRAIN COME TO MAIN OFFICE TWELFTH FLOOR STAMBAUGH BLDG.

C.S.ROBINSON.

3 - 21PM.

W. L. Mackenzie King Papers

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35904 Form 1204

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT

B91 D HC 41 7 EX

YOUNGSTOWN O 340P NOV 6 1918

W L MCKENZIE KING1287

DENVER COLO CR G W S CO OR BROWN PALACE HOTEL

WELCH AND I WILL REACH DENVER VIA C B AND Q SATURDAY AFTERNOON NOV NINTH IF WE CAN MEET WITH YOU THAT EVENING SUNDAY OR MONDAY FOLLOWING PLEASE ARRANGE THIS IF POSSIBLE WIRING REPLY

YOUNGSTOWN SHEET AND TUB CO

S C ROBINSON

317PM

W. L. Mackenzie King Papers

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CANADA

CLASS OF SERVICE DESIRED	
Telegram	✓
Day Letter	
Night Message	
Night Letter	

Patrons should mark an X opposite the class of service desired: OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

35905 Form 1206

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

Denver, Colorado. November 6, 1918

C. S. Robinson,
Youngstown Sheet and Tube Company,
Youngstown, Ohio.

Afternoon,

Shall be here at Brown Palace Hotel Saturday night and Sunday, and shall keep free of other engagements. If necessary, will arrange to give you most of Monday as well.

W. L. Mackenzie King.

COLLECT.

W. L. Mackenzie King Papers

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CANADA

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

WESTERN UNION TELEGRAM

35906

1038

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT 915-919 SEVENTEENTH STREET, DENVER, COLO. ALWAYS OPEN.

A 189A 12 5 EX

YOUNGSTOWN O 1118A 7

1038

1918 NOV 7 AM 10 35

W L MCKENZIE KING 374

BROWN PALACE HOTEL DENVER COLO

MESSAGE RECEIVED WE EXPECT TO REACH DENVER SATURDAY AFTERNOON

YOUNGSTOWN SHEET AND TUBE CO

C S ROBINSON.

W. L. Mackenzie King Papers

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PUBLIC ARCHIVES PUBLIQUES
CANADA

The Brown Palace Hotel,
Denver, Colorado, November 11, 1918

Mr. R. M. Welch,
Assistant to the President,
The Youngstown Sheet and Tube Company,
Youngstown, Ohio.

Re Youngstown Sheet and Tube Company
Plan of Representation of Employees.

My dear Mr. Welch:

I enclose herewith an original and four copies of the above plan as revised. I have thought you might wish to have the extra copies for reference purposes. I hope they will reach Youngstown as soon as you do.

With kind remembrances to Mr. Robinson and yourself,

Believe me,

Yours very truly,

W. L. Mackenzie King Papers

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CANADA

35908

THE YOUNGSTOWN SHEET AND TUBE COMPANY

YOUNGSTOWN, OHIO

November 15, 1918

Mr. W. L. MacKenzie King,
c/o Great Western Sugar Co., or
Brown Palace Hotel,
Denver, Colo.

My dear Mr. King:

Your favor to Mr. Welch, with copies of the plan as re-written, came duly to hand and since then we have gone over the agreement. We still feel that perhaps the preamble is not clarified quite as much as it should be, as we are afraid the employees of the company will look upon The Youngstown Sheet & Tube Company as the management alone and on this account we felt that the preamble in the original copy was clearer.

There were several other slight corrections that we felt should be made and these have been written out with the page number, article, etc. on them so that they can be inserted in the proper place. We have also drawn a notice of the election to be held for delegates under the direction of the wage earners of the Patriotic Committee, which we believe makes this plan truly representative and yet allows these delegates to carry on the first election. It seemed to us that this cuts out one election which a strict interpretation of the plan as drawn would call for. These delegates certainly are chosen by the men and when so chosen, you will notice have been given the power to discuss and approve and to appoint the necessary committees to conduct the first nomination and election of representatives.

As to right of termination, we have felt that 6 months notice was too long, because matters beyond the control of the company's directors as brought about by the management or the employees might call for prompter action than would be permitted by a notice of 3 or 6 months.

It would appear to us that in talking over this plan and arranging for its adoption, such matters could be discussed and probably proper reasons whereby it would not interfere with its adoption be given.

Kindly let us hear from you at your earliest convenience with any suggestions, corrections or additions you may feel should be incorporated in the plan.

Very truly yours,

C S Robinson

CSR:WE

VICE PRESIDENT

W. L. Mackenzie King Papers

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CLASS OF SERVICE DESIRED	
Telegram	
Day Letter	
Night Message	
Night Letter	

Patrons should mark an X opposite the class of service desired: OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

35909

Form 1206

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

Brown Palace Hotel,
Denver, Colorado, November 19, 1918

Mr. C. S. Robinson,
Manager, The Youngstown Sheet and Tube Company,
Youngstown, Ohio.

Your letter November fifteen ~~and~~ with enclosures received and carefully considered.

I fully approve changes indicated, also method planned for first election; but would suggest substituting for words "do ordain" in your preamble, the words "agree to".

If alternative indicated in footnote Article twelve, Section three, page twenty-one, is to be allowed, would suggest its incorporation in section; otherwise strike out altogether.

In form of notice, rules two and three, think it advisable to limit the words "Any person" by some words such as "in the employ of the Company".

Would advise taking up of desirability of insertion of oath in conference with the Patriotic Committee.

W. L. Mackenzie King.

W. L. Mackenzie King Papers

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35910

November 20, 1918

Mr. C. S. Robinson,
Vice-President, Youngstown Sheet and Tube Company,
Youngstown, Ohio.

Dear Mr. Robinson:

I duly received your letter of the 15th instant, and last night telegraphed you as per the enclosed night letter with reference to its contents.

Since dictating the telegram, I have given further consideration to the plan of representation as revised, but do not see that there is anything to add to what I have said in the telegram itself. I fully appreciate the considerations which have weighed with you with respect to the points mentioned in your letter, and have no doubt that the decisions you have reached will be for the best.

I expect to conclude my work here by the end of next week. If time permits, I shall be glad to visit Youngstown on the way east, so as to have opportunity of going over your plant and seeing something of the inauguration of the plan.

With kind regards, Believe me,

Yours very truly,

W. L. Mackenzie King Papers

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CANADA

35911

THE YOUNGSTOWN SHEET AND TUBE COMPANY

C. S. ROBINSON,
VICE PRESIDENT

YOUNGSTOWN, OHIO

Nov. 25, 1918.

Mr. W. L. McKenzie King,
c/o Brown Palace Hotel,
Denver, Colorado.

Dear Mr. King,-

I wish to acknowledge receipt of your letter of November 20th; also telegram, and am pleased to note that there is a possibility that you will be able to visit us here in Youngstown on your way East. Kindly keep us advised and make your arrangements to meet us here if at all possible.

I might add that we had a meeting of our Patriotic Committee last week, and the plan as outlined, was very favorably received, and it was unanimously decided to proceed with election of delegates to confer with the management towards the working out of a plan of representation. The election is taking place tomorrow.

Very truly yours,

C. S. Robinson

GH-EEL.

Vice President.

W. L. Mackenzie King Papers

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December 1, 1918

Mr. C. S. Robinson,
Vice-President, The Youngstown Sheet and Tube Company,
Youngstown, Ohio.

Dear Mr. Robinson:

This note is just to let you know that I am planning to leave Denver on Tuesday night, and expect to be at the Hotel Blackstone, Chicago, on Thursday and Friday, December 5 and 6.

If Saturday, December 7, should seem to suit your convenience, I shall try to arrange my plans so as to stop over at Youngstown on that day, taking the night train from Chicago, and arriving at Youngstown Saturday morning. As I shall be in conference with the members of the International Harvester Company while in Chicago, there is a possibility that I may be detained longer than at the moment I anticipate. If so, I could let you know by wire, and would plan to be in Youngstown on the Monday following, instead of Saturday of this week. Perhaps you will let me have a line at the Hotel Blackstone, in the event of it appearing that the time mentioned is not likely to prove convenient for your purposes.

I am much pleased to know from your letter of November 25 that the Patriotic Committee of your employees had received the plan as outlined very favorably, and that it had been decided to proceed with the election of delegates to confer with the Management toward the working out of a plan of representation. I look forward with keen interest to learning of subsequent developments.

Yours very truly,

W. L. Mackenzie King Papers

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35913

THE YOUNGSTOWN SHEET AND TUBE COMPANY

C. S. ROBINSON,
VICE PRESIDENT

YOUNGSTOWN, OHIO December 4th,
1918.

Mr. W. L. Mackenzie King,
Blackstone Hotel,
Chicago, Ill.

Dear Mr. King-

Your favor of December 1st from Denver came to hand today, and I have wired you that I would be in Youngstown Saturday and Sunday, possibly being in Chicago, Monday, with the expectation that I would be in Youngstown again Tuesday and Wednesday following.

If you are not going to be over here Saturday, it is possible that I could see you in Chicago some time Monday forenoon or right after lunch.

If I go to Chicago, I shall go there with the intention of attending a reception to Mr. Robert W. Hunt, Monday afternoon, the reception to be held on his 80th birthday.

Mr. Deetrick, Vice President of the Republic Iron and Steel Company, and W. A. Thomas, President of The Brier Hill Steel Company, Youngstown, Ohio, have told me that they would be glad to meet you, if you are in Youngstown.

I am under the impression that both of them desire to figure on some representative plan at their plants. Mr. Deetrick would not be able to take it up with you definitely at the time you expect to be here, as the President of the Company is away, and they may not get down to business for several weeks from this time.

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If you would like to meet these gentlemen, we will so arrange it when you are here.

We held the first nominations yesterday for representatives and are tabulating results today and expect to have the first election Friday. So far everything seems to be moving smoothly and great interest has been taken in the nominations.

I should have said that the election of delegates was carried out with dispatch and a very fine body of men elected to meet with the Management. This meeting was held, and the plan as drawn up was unanimously adopted after a full discussion and explanation of same.

I can tell you more fully about it when we meet.

Very truly yours,

E J Robinson

CSR EJ

W. L. Mackenzie King Papers

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CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

35915

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT

1918 DEC 4 PM 10 08

A768H 18 NL
YOUNGSTOWN O 4

WM MCKENZIE 7100

KING HOTEL BLACKSTONE CHICAGO ILLS

WILL BE IN YOUNGSTOWN SATURDAY AND SUNDAY EXPECT TO BE IN CHICAGO MONDAY BACK HERE TUESDAY OR WEDNESDAY

C S ROBINSON.

W. L. Mackenzie King Papers

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35916 Form 1206

CLASS OF SERVICE DESIRED	
Telegram	
Day Letter	
Night Message	
Night Letter	

Patrons should mark an X opposite the class of service desired; OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

Chicago, December 5, 1918

Mr. C. S. Robinson,
Youngstown Sheet and Tube Company,
Youngstown, Ohio.

It looks as though I might be detained here until Saturday. If so, would it serve equally well were I to spend Sunday instead of Saturday in Youngstown. I have to be in Toronto some time Monday.

W. L. Mackenzie King.

PREPAID

W. L. Mackenzie King Papers

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CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

WESTERN UNION TELEGRAM

35917

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT

1918 DEC 6 AM 9 54

Auditorium Hotel, Chicago
Phone Wabash 4321, Local 0

A 29 H 11

YOUNGTOWN O 1918A 6

T 1206

W L MCKENZIE KING

HOTEL BLACKSTONE CHICAGO ILL

WILL BE HERE SUNDAY PLEASE WIRE TIME YOU EXPECT TO ARRIVE

C S ROBINSON.

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35915

THE YOUNGSTOWN SHEET AND TUBE COMPANY

R. M. WELCH
ASSISTANT TO THE PRESIDENT

YOUNGSTOWN, OHIO

December 14, 1918.

Mr. W. L. Mackenzie King,
c/o The Roxborough,
Ottawa, Ontario, Canada.

My dear Mr. King:

As requested during our conversation last Sunday, I am sending you under separate cover, ten copies of the plan we recently adopted. I am likewise sending you a copy of the Labor Record under date of November 30, in which I read some comment made in connection with the plan. The Labor Record, you will note, was published Saturday, November 30, whereas the plan we adopted did not appear in the press until the following Tuesday evening. The points raisedin the editorial are quite well covered in the plan which, while at that time not published was in the hands of the printer.

I might also advise that since you were here we have had the first meeting of the representatives, at which time they elected their chairman and secretary as well as the other members of the General Committee. They elected a very good committee indeed and with each meeting of the men there seems more enthusiasm in favor of the plan and we look forward to some very beneficial results from its adoption.

With kind personal regards from the writer, I remain

Sincerely yours,

R. M. Welch

Assistant to the President.

INDUSTRIAL RELATIONS DEPARTMENT.

RMW/H

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35919

THE YOUNGSTOWN SHEET AND TUBE COMPANY

C. S. ROBINSON,
VICE PRESIDENT

YOUNGSTOWN, OHIO

Dec. 18, 1918.

Mr. W. L. McKenzie King,
c/o The Roxborough,
Ottawa, Ont.

My dear Mr. King,-

When in Chicago recently, I discussed our representation plan with Mr. T. W, Robinson, Vice President of the Illinois Steel Company, and I feel sure from my talk, that some of the operating officials in the steel corporation are thinking a good deal about this subject, and that there are some who believe that it is going to be of benefit.

Knowing that you are engaged with the International Harvester Company, and thinking that perhaps you would soon be in Chicago again, I thought I would let you know of the feeling that I had found, and suggest to you that when you are in Chicago, you let my brother know, so that he can get acquainted with you. I have told him of your work and what a thorough understanding of the subject you have, and I know he will be delighted to meet you and am of the impression that you would find a good deal in common.

It seems to me that the corporation will find it to their advantage to adopt some arrangement of treating with their employees, other than they have, and am sure that you could be of great help to them, when the time comes that they take it actively in hand.

As regards our proposition at Youngstown, I am glad to advise that the representatives as elected, appear to be men who are taking great interest in the work, and that the General Committee, Committee on Rules, and several other committees have already been formed.

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Mr. W. L. McKenzie King,-

I am going to try and have Mr. Campbell, the members of the Executive Committee and some of the directors down, when we have the first annual joint meeting, so that there can be a general get together, and all may feel more interested in the matter.

I hope you are well, and that if you should happen to come to Youngstown for any of the other concerns, you will be sure to let me know of your plans. Mrs. Robinson and I will be very glad, indeed, to have you with us while you are here.

With kind regards, I am,

Sincerely yours,

E J Robinson

CSR-EEL.

P.S. I am enclosing herewith, copy of a letter which I have today written to the Pressed Metal Association.

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35921

C O P Y

Dec. 18, 1918.

Pressed Metal Association,
509 7th. St., N. W.,
Washington, D. C.

Gentlemen,-

Attention Mr. H. L. Green,
Mechanical Engineer
Acting Commissioner

Replying to your favor of the 13th. we take pleasure in handing you herewith, copy of representation plan, which has been established by The Youngstown Sheet & Tube Company and its employees.

As it has just been instituted, we of course, have no data as to its workings. The first nomination and election has been held, representatives have met and formed their committees, and we are very hopeful of the outcome of the plan, realizing that if it is followed out in the proper spirit, that it should do much to improve the relationship between the men and the management, and should bring about mutual respect and work for the common good.

A thorough study of the plan will, I think, be all that is necessary for its full understanding.

We might state that we have had the assistance of Mr. W. L. McKenzie King, Ottawa, Ontario, in this work, who is thoroughly posted on all that has been done in the matter of what might be called "Industrial Democracy", and we are pleased to very strongly recommend him for your consideration if you are thinking of adopting any such arrangement with your employees.

His experience as Head of the Department of Labor in Canada, with the Rockefeller Foundation, in assisting in establishing the so-called Colorado Plan, and the plans that have been adopted by Bethlehem, Midvale, International Harvester, the Sugar Companies of the West, and the Standard Oil Company's plan, taken together with his broad views and thorough appreciation of the rights of all parties concerned, we have found to be of the very greatest value.

Very truly yours,

CSR'EEL THE YOUNGSTOWN SHEET & TUBE CO.

W. L. Mackenzie King Papers

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CANADA

mail has piled up so that I am far behind.

We were all greatly disappointed not to have the pleasure of seeing you at the wedding. I think that you would have enjoyed it. Bobs really looked very lovely. Please forgive a mother's pride in saying this.

Many of your old friends were here. Perhaps Mrs. Drummond will tell you a little about it.

Bobs was tremendously touched and pleased that you sent her a wedding present

35922
following letter

ARA

TEN WEST FIFTY-FOURTH STREET

Dear Mr. King:-

I have delayed writing to thank you for the copy of "Archives of Canada," which you so thoughtfully sent me, in the hope that I might be able to read it first.

Unfortunately, the wedding and all its attendant pleasures and activities have prevented my doing any of the normal things of life. Consequently my

MAY 25 Rec'd 1918

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which was inscribed with your initials as well as Dave's and her own. She will always treasure it with much pride.

I wish that you might run away for a few days rest at Pocantico. John and I have just spent two days there. It was so quiet and peaceful that it greatly refreshed us both. Could you not come for a weekend before the tenth of June or come to Seal Harbor after we reach there the tenth of July? I am sure you know how very welcome you always are.

Cordially.

Abby A. Rockefeller

May twenty second.

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Mrs. Rockefeller and I enjoyed
your being with us
tremendously. It was
also most helpful having
your advice and cooperation.
Trusting that the
summer may not go by
without our seeing you, I am

Sincerely
Abby A. Rockefeller

June twenty second

35924



10 WEST FIFTY-FOURTH STREET

My dear Mr King:-

Thank you so much
for the clippings that you were
good enough to send me. I
thought the editorials and
notes about Mr. Rockefeller's
speech were most satisfactory

I am quite thinking
with great pleasure of our trip.
It was such a happy combination.

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35925

Mr. Mackenzie King asks Mrs. John D. Rockefeller, Jr. to kindly accept this first copy of "Industry and Humanity" with the expression of his sincere regard, and in grateful acknowledgment of the opportunity which has made its publication possible.

New York
December 21, 1918

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FORM 1 U.T.

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise the character is indicated by the symbol appearing after the check.

35926

GREAT NORTH WESTERN TELEGRAM

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

276 MOAK 135 N L

CO NEWYORK NY 18

JAN 18 1916

196

HON W L MACKENZIE KING

THE ROXBOROUGH OTTAWA ONT

FOLLOWING TELEGRAM RECEIVED QUOTE CITIZENS OF TORONTO ARE ENDEAVORING TO RAISE THREE MILLION DOLLARS IN THREE DAYS FOR PATRIOTIC SOCIETY WHICH PROTECTS FAMILIES OF OUR MEN AT FRONT ALSO BENEFITS TORONTO BRANCH OF CANADIAN RED CROSS WHICH MINISTERS TO CASUALTIES OF ALL OUR BRAVE ALLIES WE KNOW YOU HAVE URGENT CALLS OF YOUR OWN AND WE TOO HAVING ALREADY SENT SIXTY

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CANADA

FORM 1 U.T.

3592

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

THOUSAND NEW OVERSEAS FEEL THAT THE MOST IMPERATIVE DUTY IS

TO PROTECT INTERESTS OF THOSE WHO HAVE SO LONG BORNE THE

BURDEN OF THIS GREAT STRUGGLE YOUR NAME HAS BEEN SUGGESTED

TO US BECAUSE OF YOUR WELL KNOWN PATRIOTIC IMPULSES IF YOU

CARE TO TELEGRAPH YOUR CONTRIBUTION IT WILL BE WARMLY WEL-

COMED AND GREATLY APPRECIATED BY ALL CHECKS MAY BE MADE

PAYABLE TO SIR WILLIAM HULOCK CHAIRMAN SIGNED T L CHURCH

MAYOR END QUOTE

ROCKEFELLER FOUNDATION

JAN 18 1918

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35928

CONFIRMATION OF TELEGRAM

THE ROCKEFELLER FOUNDATION

61 BROADWAY, NEW YORK

January 18, 1918.

Hon. W. L. Mackenzie King,
The Roxborough,
Ottawa, Ontario,
Canada.

Following telegram received. Quote. Citizens of Toronto are endeavoring to raise Three million dollars in three days for patriotic society which protects families of our men at front also benefits Toronto Branch of Canadian Red Cross which ministers to casualities of all our brave allies. We know you have urgent calls of your own and we too having already sent sixty thousand new overseas feel that the most imperative duty is to protect interests of those who have so long borne the burden of this great struggle Your name has been suggested to us because of your well known patriotic impulses. If you care to telegraph your contributio it will be warmly welcomed and greatly appreciated by all. Checks may be made payable to Sir William Mulock, Chairman. Signed T. L. Church, Mayor. End quote.

ROCKEFELLER FOUNDATION

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35929

GEORGE E. VINCENT, PRESIDENT
EDWIN R. EMBREE, SECRETARY

JOHN D. ROCKEFELLER, JR.,
CHAIRMAN OF THE BOARD OF TRUSTEES

L. G. MYERS, TREASURER
ROBERT H. KIRK, COMPTROLLER

THE ROCKEFELLER FOUNDATION

61 BROADWAY, NEW YORK

MEMBERS

WALLACE BUTTRICK	A. BARTON HEPBURN	JOHN D. ROCKEFELLER	JULIUS ROSENWALD
SIMON FLEXNER	CHARLES E. HUGHES	JOHN D. ROCKEFELLER, JR.	MARTIN A. RYERSON
HARRY E. FOSDICK	HARRY PRATT JUDSON	WICKLIFFE ROSE	FREDERICK STRAUSS
FREDERICK T. GATES	STARR J. MURPHY		GEORGE E. VINCENT

September 3, 1918.

Hon. W. L. MacKenzie King,
The Roxborough,
Ottawa, Canada.

Dear Mr. King:

You will recall that the last report of expenditures which you submitted was for the period ending June 30, 1917, and that it was decided that you should retain for a while the working fund of $500.00.

If there have been any expenses since that date, please send us a report at your early convenience and if you have no further need of the advance of $500.00, please send us your check.

Respectfully,

THE ROCKEFELLER FOUNDATION

Chas Andrews

Acting Comptroller.

CA:HT

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35930

The Roxborough,
Ottawa, September 9, 1918.

Mr. Chase Andrews,
Acting Comptroller, The Rockefeller Foundation,
61 Broadway,
New York.

Dear Mr. Andrews:

Replying to your letter of September 3. There have been some expenses incurred since my last account. I have delayed sending in the statement until the report was made to the Foundation of the completion of my work. It cannot be made till the book I have been at work upon is printed and bound. I expect that now in a few weeks' time. Would it inconvenience the Foundation were I to delay sending in the final statement with balance till that time? I am sorry not to have kept you apprised of the reason for the delay in not returning the balance outstanding.

Yours very truly,

W. L. MACKENZIE KING

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GEORGE E. VINCENT, President
EDWIN R. EMBREE, Secretary

JOHN D. ROCKEFELLER, Jr.,
Chairman of the Board of Trustees

L. G. MYERS, Treasurer
ROBERT H. KIRK, Comptroller

THE ROCKEFELLER FOUNDATION

61 BROADWAY, NEW YORK

MEMBERS

WALLACE BUTTRICK
SIMON FLEXNER
HARRY E. FOSDICK
FREDERICK T. GATES
A. BARTON HEPBURN
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HARRY PRATT JUDSON
STARR J. MURPHY
JOHN D. ROCKEFELLER
JOHN D. ROCKEFELLER, JR.
WICKLIFFE ROSE
JULIUS ROSENWALD
MARTIN A. RYERSON
FREDERICK STRAUSS
GEORGE E. VINCENT

September 11, 1918.

Dear Mr. King:

We have received your letter of September 9th and assure you that any plans that you have for reporting the completion of your work will be satisfactory to the Foundation.

Very truly,

Hon.W. L. MacKenzie King,
The Roxborough,
Ottawa, Canada.

CA:HT

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35932

LETTER OF TRANSMITTAL

To the Trustees,
The Rockefeller Foundation,
New York.

Gentlemen:

In transmitting the accompanying volume, Industry and Humanity, which marks the completion of my study of the problem of Industrial Relations under the auspices of The Rockefeller Foundation, may I point out therein I have sought to give expression to the Foundation's purpose as set forth in communications received with the view to my appointment, and in ~~published~~ statements published at the time the study was commenced.

In the terms of the resolution of the Executive Committee of the Foundation, I was appointed "to make a comprehensive study of the problem of industrial relations". The purpose of the study was ~~detailed~~ set forth in a communication in which I was invited to "enlist under the auspices of the Rockefeller Foundation in the investigation of the great problem of industrial relations, with a special view to the discovery of some organization or union, or, at any rate, of some mutual relationship of Capital and Labor

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which would afford to Labor the protection it needs against oppression and exploitation, while at the same time promoting its efficiency as an instrument of economic production." After mentioning that it was "the largest possible contribution to the solution of this great problem" that the Foundation ~~was trying~~ wished to secure, the purpose of the ~~investigation was~~ study further outlined as follows: "Of course the problem is so vast and the difficulties are so largely inherent in human nature, that a complete solution is not to be expected in five years or in a generation. On the other hand, it might be expected that hard study for a year or two would yield much light on the problem and particularly on the very question whether such studies could be profitably pursued for a longer or an indefinite time under such auspices and with such resources as the Rockefeller Foundation could provide." A supplementary communication mentioned that it was the Foundation's desire that "the scope should be as broad and comprehensive as possible, for only as a result of such an investigation can we hope to be in a position to make helpful suggestions looking toward improvement in industrial relations."

In information furnished by the Foundation in response to Questionnaires submitted by the United States Commission on Industrial Relations, the scope and method of

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the investigation is described as follows:

> "Having in mind that hardly any relation in life is more far reaching than the industrial relation, and particularly having in view the growing tendency to misunderstanding and lack of harmony between employers and employees, resulting in great injury to both, as well as to the general public, the Foundation has felt that no subject could be more worthy of study, and that if it could work out sound and substantial improvements in the relation of Capital and Labor, it could hardly do anything better calculated 'to promote the well-being of mankind', for which purpose the Foundation was created."

Elsewhere in the same statement the object of the investigation is enlarged upon as follows:

> "It cannot be too clearly understood that the purpose of this inquiry is not to apportion blame in present or past misunderstandings, nor to justify any particular point of view; the sole purpose is to be constructively helpful. The final and only test of the work will be the degree to which the constructive suggestions growing out of the investigation actually improve the relations between Capital and Labor."

After referring to the establishment of an organization for social and economic research which had been under consideration, the ~~following appears~~ statement reads in answer to a question by the Commission as to what were the facts, reasons, and considerations which led to the establishment of the Industrial Relations Division of the Foundation:

> "While the general subject of economic research was under consideration, the industrial disturbances in Colorado impressed the President of the Foundation with the great need and public importance of finding an effective means of preventing such conflicts and

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caused him to urge a far-reaching study of industrial relations as the most important immediate inquiry to which the Foundation could direct attention. In view of the passion aroused in Colorado and the many divergent interests involved there, it was felt that the Foundation itself should not interfere in that situation, but that it was of the utmost consequence that the root causes of that and similar disturbances should be ascertained, and, if possible, removed, not only in Colorado but elsewhere. The Rockefeller Foundation is, moreover, a large owner of corporate securities, and in that capacity is itself directly concerned in maintaining harmonious relations between the companies in which it is interested and their employees. It was therefore felt that if the Foundation could work out, on a basis compatible with sound economics, a substantial improvement in the relations between capital and labor, it would not only discharge its obligation as indirectly a large employer of labor, but would also perform for the general public a greater social service than it could render along usual philanthropic lines."

Finally, in reply to the question, "What results does the Foundation expect to secure from its Industrial Relations Division?" the answer is made:

> "It is hoped that by a careful study of world experience there may be disclosed methods of adjusting industrial relations which if applied will prove of permanent value."

From the foregoing, it will be apparent that, in accordance with the Foundation's purpose, the investigations of industrial relations, as respects method and scope, was to be:

i. in the nature of studies related to the whole problem of industrial relations;

ii. as broad and comprehensive as possible;

iii. pursued over a period of years.

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As respects aim, the investigation was to be "constructively helpful", this object to be attained by:

i. discovering, if possible, some organization or mutual relationship of Capital and Labor which would protect Labor against oppression and exploitation and at the same time promote its efficiency;

ii. disclosing whether similar studies could be profitably pursued by the Rockefeller Foundation for a longer or an indefinite period;

iii. making suggestions, and working out sound and substantial improvements in the relations of Capital and Labor;

iv. finding effective means of preventing industrial conflicts;

v. ascertaining, and, if possible, removing the root causes of disturbances in Colorado and elsewhere.

The aim of the Foundation to be "constructively helpful" has received added emphasis through the necessity ~~the War has occasioned~~ of industrial reconstruction the War has occasioned, and which, if grave industrial disorder is to be averted, must be carried out on lines of industrial policy broadly based on fundamental principles applicable alike to industrial and international relations.

In the Prefatory Note ~~of the volume herewith~~, I have drawn attention to the circumstances which made it impossible for me to carry out the study in the manner anticipated when the work was commenced, and the extent to which, in consequence, it was necessary for me to modify my plans. ~~Some of~~ The ~~objects~~

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above set forth have, I believe, been at least partially attained by the investigation into the root causes of some of the industrial controversies existing at the time the study was commenced, and in the working out of improvements in existing relations through suggestion or otherwise, as opportunity offered. It seemed impossible, however, to disclose appreciation of the magnitude of the task assigned by the Foundation, or to indicate means whereby the Foundation's aim might be promoted, except by a review of the industrial problem sufficiently comprehensive to suggest the proportions of any adequate study of industrial relations, and a method of approach toward a solution. This twofold purpose I have had before me in the preparation of the volume transmitted herewith.

Whilst I cannot hope that this study will realize the expectation of the Trustees, or do justice to the aim of the Foundation in any of the many particulars cited, I believe a perusal of the pages of the accompanying work will disclose that I have sought to keep in mind the outstanding aim of the study, as well as each of the specific objects mentioned; also that I have sought to be "constructively helpful", by going to the heart of the matter and indicating to those closely connected with Industry, and especially to Employers and Leaders of Organized Labor, a point of view from which the problems of

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of Industry must be faced if the foundations of industrial reconstruction ~~work~~ are to be laid with any hope of permanency ~~and~~ general acceptance, and

Though most inadequately expressed, I have publicly acknowledged, in the Prefatory Note, the debt I owe to the Foundation for the opportunity which has made possible the writing of the ~~accompanying~~ volume. May I be permitted to add here a word of grateful appreciation for the many opportunities of service and other advantages enjoyed ~~derived~~ during the period of my association with the Foundation.

W. L. MACKENZIE KING.

The Roxborough,
Ottawa, Canada,
November 15, 1918

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