Memo of Interview with Case at Arts Club, December 19th, 1930

Concerned with letting him know how I am attacking and where I want his co-operation. Tell him that between now and the time I go to New Mexico I should have interviews with Mr. Young. We cut it down to two or three. He proposes that I go to lunch someday there - this is to be left to him.

I tell him that I propose assembling all of the expressions of Mr. Young on water power, for example - put this into a continuous statement which will be submitted to Y. He to illuminate, illustrate, vivify the thing. Case is evidently pleased with this method. I tell him that I believe we should work out his position on such questions as unemployment - stabilization of industry - stations of labor and capital - on the tariff and other vital matters, so that in the course of the articles we would get what would amount to almost a political platform, although I am careful to tell him that I certainly shall not politics. It is to get the best expression of Y. on these questions, made up by us from what he already has said and modified and illuminated. He is evidently satisfied with this idea, thinks it a good one.

Asked me how I feel about him as a subject. I tell him the farther I go the more convinced I am that I have something. There are certain things about him that I have not realized. We see him consulted on all kinds of industrial questions. I find he is not an accident - that his experience was of the most practical and close nature beginning in 1913, or 1916 I think. (This is to be looked up) when he handled the strike in the G. E. It has been a development.

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That is what I propose is to try to develop his evolution on industrial and financial matters out of a pretty good lawyer. He had not seen this and said no one had ever talked about this.

I tell him something of the Bigelow vs. Old Dominion Copper Company case, but this is very vague in my mind and it is understood that I am to talk with Adler further.

He goes on to tell me that Young often expounds his views - its I take it on important matters to visiting delegations. Only the day before he had been called upon by a gentleman, I take it, the group that Baker spoke to. (See clipping from New York Times.) Asked him what to do in his judgment about the preventing of unemployment. He tells him that his experience in the G.E. encourages him to believe that it is a problem that can be handled in large industries at least if the management puts the mind to it. They find in the G.E. that they have two classes of workers - there are those that are handling, what may be called stabilized industries - industries like the lamp works where the demand is fairly steady, people have to have lamps and there is no competition to amount to anything, that is I take it they are practically a monopoly. Here they can guarantee the workers fifty weeks a year. Men are relieved then of the dreadful anxiety about the future. They can acquire homes, look to the future with something beside uncertainty and dread.

They have another class of work which is on orders, like the building of turbines. Every turbine is a speciality. If no orders come in the skilled workers may be idle for a time. The point

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then is to build up with these men protective agencies. He enlarges to the visitors the work of the G.E. in unemployment insurance - pensions - aid of various kinds. This insures the man, during his period of forced leisure a living.

Case says that he had said to him during the day that a letter to the newspaper had described the way the man writing had seen unemployment periods handled under the old individualistic system. A man was a shoemaker - he made shoes only as the community wanted them. There were dull periods. He could pile up a little stock in these periods on his shelves but not very much, but he looked out for these periods, accepted them and saved accordingly during his busy time. He said that Young was very quick to use any information that was passed on to him in illustrations if it struck him and generally to enlarge it. In this case he began, "Now under the old individualistic system the shoemaker had his period of enforced leisure but he knew his community and the Wasatch Range well enough to accept them and prepare for them. He had his own little house in all probability - a garden - a cow - chickens, so that both his roof and his food were provided for by the extra work that he could do around his place."

Of course this is the pioneer way. We find it in the Lincoln family - a trade and a piece of land, hand in hand. Now Young went on, "we must find a substitute for that house, garden and cow and that is what we are trying to do in the G. E. with the unemployment insurance."

This is a practical illustration which Case has promised to expand for me. I have asked him to write out the talk of Mr.

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Young which seems to him pregnant - points that could be enlarged upon.

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