

Hiding as Rome burns;

Consider looking for hope in Ruins -
Sometimes the only spot we can touch.
In spite of being battered by the pay
& contented to the end that
there was every reason we should go
on - my last time in the late -
Conf - & that of hope does it give us
that - we are at the way to a peace -
ful & just organization of our life.
My called - new national - quote -
Belief animated by experience in
war - a fine example of that spirit
was able to do by adapting new
national in industry - by applying
sci. many - increased production
By applying - co-operation in mass
at point of capitalism.
Price fixing -
By apply safety principles - quote -
Interest of

2
You know possibly induction
of you of new parties - could they
not be applied in peace
argument for ~~peace~~ - all
which would be for riding
unpaid command -
Do it for peace

that I called - great hope in
fact - that there was a basis
for ^{as peace} any such an assembly -
that this conf. failed to do all
expected of it - ~~because~~ the basis
the spirit is in my mind.

I Make - up of Conf - Plan
in recognizing -
combined judgment of rep. su-
perior - employees - ~~and public~~ -
~~Department~~ - ~~Continuity of employees~~ -
that business men should - ~~know it~~ -
will myself ~~if~~ ~~for~~ ~~employees~~
make that the end right to

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with a well-known difference between
slaves & free man - classic
as for public - there a preference ex-
pression while I need not repeat
while long ago perfectly gave a
full view of the ~~anxiety~~ ~~employment~~
mind on
employment when their way in on
that they had a major business
to arrange nobody but him who
owns it - instead certain up to
my view - the owner of a business
has obligation - especially the owner
gone in until it has reached
the ~~domestic~~ ~~column~~ view that
in the way element in it that
the man who makes such a thing
certainly & necessarily are personally
involved - the practical should conduct
a well known - ~~discrimination~~ -
for all the public as much
better to say - 2 in effect it
is just - not a partner - now

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comes a recognition that the
part that we should - all of us
take a part & ask how - come in
it is the drift that we see in
many quarters - plan of rep-
in Substantial Labor Capital
now setting in W.

This thing I now carried out -
17 - 17 of 20 = 41 -

Some studying combined in
Gary & Company
Rutherford & Railroad -
The free money -

The Substantial - in public - come
from expenditure - a great number
upward then - Diff. Administration
society - all sort of outside money

- a great body - many of the delay
and their capacity & persons - great
great expenditure - claiming it -

as well as in many chambers that
it has on business of justice administration
while would later do place with the
Magna Carta the Bill of Rights - so of
independence & Gov. Rev.

because I am slaying
 of the spirit that such a thing
 duh of meeting of the spirit in
 the guilt of the spirit & not li-
 able to be the ~~the~~ with ~~the~~
 50 or 100 people looking at
 the contents of mind &
 last -
 they did not produce a great
 deal - especially in a form of se-
 logical - community - saying that
 the community must have a great
 deal of the spirit &
 form of the present new movement
 of the spirit
 did not do it - because I guess
 of the 3 - as groups & not as individuals
 were not willing to consider new
 relations - ~~was~~ was bent on a
 meeting their present ideas - getting
 a program of a present idea
 - ~~that it had~~ could not get
 away from the present
 a little like what we have seen
 & are seeing in case of L. of N.

clear at Paris that there was a party
 in each willing to subscribe by
 if full they it could secure mat-
 it would in way of bond and -
 comes - incompensated - 14 Paris
 all right - after we are willing to put
 into practice after this case was
 satisfied - this party in each nation
 made difficulties in Paris. Same
 spirit making worse but holding
 up the hopes & chances of the
 world - by insisting that we
 must leave all we have assume
~~some~~ responsibility. ~~the~~ Take no chance
 that beneficence while we must be
 allowed to take all in the way
 of cultivation - ideas - commerce
 from older & more nations - we
 shall assume no obligation -
 However the spirit was swept away
 was understood as if understood but little
 regarded was demonstrated by the first
 plan group made some confusion
 making the conf. by insisting on dis-
 resolution that effect group appoint 2
 members to constitute a committee to

which shall be referred entirely dif-
 ferent between workers & employers in the
 steel industry - for adjudicating a
 settlement - Regarding the findings of this
 committee - this conference requests that
 workers inform in their entire returns to
 both & the employers to resemble them
 in their former positions.

Disarray & confusion - obvious that
 if we must take up pressing difficulties
 as arbitrators would no hope for
 future - for if steel strike - they will
 compromise in steel - capacity -
 model -

Protest - strong from Public group -
 which had at once instantly allied itself
 with labor group - Dr. Eliot expressed a
 concern - a conflict on at start - resulting
 referred not to new relations between
 capital & labor but to the order - to
 our condition - to the strengthening of
 forces of armistice with which we are
 already familiar. We are to seek
 new progress - development & advance
 in the mode of management in industry in

2 cannot - wth the content of
with - the mammals & covering &
persuading that - immediately cause
as you may remember - succeeded
in getting a substitute resolution
in place of the original resolution -
idea of public group was that -
since the majority of labor would
date its resolution in which the
Conf. would go in precedence to the
plan in the what was of course
upheld - one of the duties that was
to prepare a practical plan for
meeting people all together - a
massing to be set up permanently
advised - that any program of
new relations require this &
all sort of aerial schemes &
more ~~or~~ rather one central
sufficiently organized national
industrial union - in which
this is to put - if labor would
get into action by giving as
much as 2 to the elect state

could wth there - should - moved
likely being - that is our idea
sug. our business to provide
machinery - not to be the machinery.
not - argued for that - & no possible
authority - could do none of
the things asked - might rightly
expect - if we had attempted to
that Congress would have taken
us by the nap of the neck - wth the
of power - was that Lab. Unions
submitted a resolution in Cong. B^o.
which was the same thing in
another form that is it really
not that statute to protect - principle
minded - Beginning of a liberal
much if it is wisely destined to
become a classic yet is of im-
portance because of clearly
democratic attitude of the
unwieldy people in making -
their adaptation & surprise.

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Per. Labor accepted came out of
Public Employment - joint work of Harding &
Russell -

Right of wage earners to bargain collectively
to be represented by rep. of
their choosing. in negotiations with
management with employees & in respect
to hours hours of labor & relations &
conditions of employment is recognized

This must not be understood as
limiting the right of any wage earner
to refrain from joining any organization
or to deal directly with his employer
if he so chooses

Details unavailing - / ~~to~~ ^{to} ~~disappoint~~
most ~~and~~ ^{and} fundamental suspicion
of Labor methods & jealousy of Labor's
power is among certain
element of employers in this country
slight possibility of any direct
work could conceivably exist -
employers must regard this as a source
of danger - My. & W. saw this

(11)

striking - to tin capable men limited
 light of disarranged sent-off - sloped closed
 - irresponsible agitation deepened
 freely admitted for purpose of ordering
 the very measures seemed to be intended
 Copied up ^{gains} all the possible ends that
~~business~~ has sometimes been
 - while admitting that
 it had done good to widely
 the ends intended - the course
 possibly scared them with distance
 & consequent feel the advantage
 it would be of independence with
 considered it would have
 had good of chance -

In this detail the employers of
 labor group partially still labor -
 resembled the work of illiberal
 it gave to employer class to bring
 a proportion admitted but seemed
 of fear of difficulties in apply-
~~ing~~ ^{ing} Rockefeller - surely it is not con-
 sistent for us Americans to demand
 democracy in part & practice autonomy

12
in industry. That phase Mr R. med
has used a few yrs ago in the
struggle in Canada - against the
iron campaign - a struggle leading to
a most significant effort to organize
to secure up - of that on clothing
and distribution of low men cash.
or at least - and even to have
want to yield -
Lander - late a clear
Spay - eloquent plea -

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no effect - they feared it - would not
 yield - but the debate was on - stone de-
 veloped in the labor group ~~was~~
 reservation" we will call it - Nat-
 ional Group felt - was almost as
 much divided as the ~~provision~~
 of employees - that ~~was~~ what -
 they when they spoke & struck of
 leaders & labor unions they must
 Am. Fed. of Labor alone and was
 not willing to include ~~any~~ a new
 one any of the numerous forms
 of labor organization which have
 been growing up outside which
 in my judgment has been a great
 industrial educational force
 labor council - employees' Representa-
 tion etc. Great numbers - minor
 in some cases few - minor men in
 small but they are everywhere
 between employees & employers -
 Been understood that Labor Day

14
 accepted them as included
 in terms - all that made in
 terms - feared a would be
 safe thing out. Public & rep
 impossible for public & rep
 to conduct to this & may of
 should - Free speculation
 life of all things - abuse in-
 credibly possible in the future.
 but not much the same
 character that employees see
 in union - S. C. have many than
 more of employees than of employees.
 badly chosen representatives - need
 to keep out union or break it - but -

may be honest -
 One feature of impulse
 that there they do more than
 ordinary union - in a closer
 contact with the industry -
 better education in organizing
 & representative methods & closer
 relation with management

19

An employer is a man feel
himself be part of industry
himself keep him away
autarky - create class
policy - apart of it - with
employer in it - open to him
adaptable if he will
don't be used much say
the sun him -

This shop council encourages a
tendency in present individual
life, through the main fear
of ~~the~~ ^{the} discussion
it developed clearly ~~and~~

Col. Bar. another authority in
with a organized employer
which is influential - as it
is influential - tendency in
mainly - 2 that - is - very
that the individual shop should
be treated as unit - developed
according to its particular

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under

senior - The main principle - this
 therefore emphasizes the industry of
 a whole & applies to all steps
 the same men -
 the ship council or Campus of
 Rep - emphasizes the individuality
 of it - all men that the
 fear of 2 steps - progress -
 analysis of present situation
 changed - Col. Bor - refused
 by a group of 2 to 1 -
 if we had been following usual
 practice of majority rule
 need have not by 4 to 10 -
 a demonstration of what the
 public think in the matter -
 Conf. dramatic movement -
 followed quickly - The Pres -
 Lahn ruled - The Pres -
 criminal implies - no use
 without practice - asked
 the Public C - to go on

17-

But the Public's Group had not
 at least a large personal
 I felt it should be in strict
 to allow my colleagues &
 the matter to program which
 would at least suggest possibility
 of new relations - but which
 I acquired - only one
 would be out of the way
 which refused to agree
 I that was to elicit - No
 insisted that his opposition
 to our action seemed
 publicly needed.

What I hope you may ask
 was this of the offering of
 Program of New Relations
 of public interest -
 Hope in Resolution
 which had come in

15
in the experience of men in the
South had had any
experience in trying to escape
them & in the large
outside body of people who
had been suffering in these
lines for years - especially
ready to help us. I think
the right kind of help would
mean any body of men
ready to come to W. at a
moment's notice to offer
aid - that could in their suc-
cessing my business in a
manner & doing me a
lot of good.