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POYITICS, DESTRUCTIVE CRITICISM AND SECTIONALISM WILL NOT FIND PLACE IN RAILWAY ADMINISTRATION.

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elsewhere; but I emphatically deny that this forms any reason for failure here, providing certain basic principles are unalterably maintained.

"There is a distinction, if not a difference, between the Government railways of Canada and government owned and operated railways elsewhere. In Canada, as I understand the position, the government is the only shareholder in these various properties, or at least sufficiently controls the voting power to appear as the single shareholder; and the government has elected to administer the national railways in substantially the same way as though they were privately owned. The only difference between our railways and private railways is that, so far as we are concerned, there is substantially but one shareholder to deal with, namely, the government, and on private railways there are perhaps several thousands of shareholders.

"Experiments in government owned railways elsewhere have taken the form of directly operating the railways by officers and men who were actually the servants of the government, rather than the servants of the railways. Now this distinction is obviously important as well as vital and it certainly tends to make the elimination of undesirable influences from the administration of our railway easier than might otherwise be the case.

Danger of Politics

"Much has been said about the danger of political influence with our railways and this is at least one subject upon which I can speak with emphasis and authority. The existence of politicians seems to be the price which is paid for a democratic form of government and, generally speaking, there are two things in every country which, in the minds of at least fifty per cent of the population, afford reasonable grounds for complaint; one is the weather and the other is the government. In a democracy, the people get the kind of government they elect to office; and if the weather is disagreeable, the Dominion of Canada provides a great variety of climates, any one of which can easily be reached by those who avail themselves of the services of the Canadian National Railway. Perhaps I should be generous and also inform you that the Canadian Pacific Railway has also a passenger service.

"Politicians are much maligned. In earlier days they were designated as statesmen just as, fifteen or twenty years ago, any one who acquired a fortune was considered a capitalist while today opulence is certainly looked down upon as an indication of profiteering. However that may be, we all recognize that politicians do exist and, presumably, because they exist, they are essential in our scheme of government.

No Political Interference

"Let it be emphatically understood now, for once and always, that there is to be no political interference, direct or indirect, in the administration and working of the Canadian National Railways. I cannot put it any more forcefully without transgressing the rules of polite speech and if I knew of any words which would make this point more clear, I should unhesitatingly employ them.

"The Prime Minister has solemnly assured me that there is to be no political interference and it was with this distinct understanding that I accepted the position which the government has done me the honor to offer. This assurance is the only assurance that any government, irrespective of political color, would be compelled to make under similar circumstances. It is vital to the success of our railways and any other procedure spells inevitable disaster.

"From time to time the din of battle and the clash of political arms leads one to suspect that there are political disturbances going on in the land

and I have reason to believe that something of the kind is going on at the moment or has taken place during the last few days. With these periodical upheavals, neither I nor any officer of the Canadian National Railways have nor should have any concern other than the interest which every patriotic citizen should take in what is going about him.

Job of Service

"Our job is to devote our efforts entirely and with tranquillity to rendering to the people of Canada an honest and efficient railway service. I think I can speak with authority for my co-directors, and I shall certainly speak with authority for myself, when I say that, without fear or favor, the Canadian National Railways are to be operated of the people, by the people, and for the people and, moreover, for all of the people of the Dominion.

"I know that political interference presents itself in many seductive disguises, and sometimes it tends to make itself felt in many unknown ways. Of all this I am fully aware, but let me again repeat that there is to be no political interference or influence in the administration of the Canadian National Railways. While I am on the subject, let me go one step further.

"Constructive criticism, born of a desire to improve conditions, is helpful and will be welcome. Other varieties, which are intended to be destructive, may be ignored. Any individual who can tell me how I can do my job better will be regarded as a friend. Every opportunity will be given for a full discussion before decisions are made, but they must be with firmness, courage and no undue waste of time. When once made, they must be maintained. Any other policy will reduce your railway to a spineless nuisance with nobody to kick not a soul to damn. Therefore, the railway administration must be master of its own house and in the interests of efficient management, no interference of any sort can be tolerated.

Dealine With Sections

"Perhaps no less dangerous than political interference is what may be called pernicious sectional pride. The Dominion covers a wide territory and the aspirations and desires of different sections are not always identical; indeed, from time to time, they may even conflict. It will be my conscientious effort to meet the reasonable demands of all sections of the Dominion and contribute to the utmost to their development. Every request will be received with sympathy and my first thought shall be not how to justify a refusal, but, on the other hand, how to meet favorably any appeal. If I perhaps may use the word of Lincoln, I will say that you can please all of the people some of the time and some of the people all of the time, but it is quite impossible to please all of the people all of the time! Decisions will undoubtedly have to be made which will be distasteful to certain sections of the Dominion. I only hope that it will be possible to reduce decisions of this character to a negligible quantity.

"It must be obvious to any one that, while recognizing in full sympathy the requirements of all sections of the Dominion, the National Railways as a whole cannot be sacrificed to meet the wishes of any part of the Dominion. Whatever disagreement we may have, I hope it will be understood that an attempt will be made to solve all of our problems with malice towards none and charity towards all.

Factors of Administration

"There are four factors which constitute the sum of successful railway administration. First, adequate net receipts; second, the development of the property to meet the burdens of future traffic; third, the relations between the railway and its men; fourth, the relations between the railway and its clientele. The activities of any railway may be classified under one or the other of these heads. The first two are largely technical. Satisfactory net receipts involve a proper organization, capable and loyal officers, together with intelligent and enlightened administration. Given these things, and barring accidents, satisfactory net receipts will almost surely result.

"The preparation of the property to meet the development of the country involves wisdom and forethought. Any railway, which finds itself unable adequately to meet its traffic responsibilities, is hindering the

progress of the community which it serves.

Company and Men

The relations between the company and its men involve chiefly the handling of labor and, in this respect, Government owned railways have always been particularly vulnerable. I believe that every employee of every industry, irrespective of its character, should receive the minimum wage which will enable him to live in decency, in comfort and under proper sanitary conditions and to educate and bring up his children as self-respecting members of society. Any further policy makes for social unrest and if carried on long enough is likely to create political upheavals. The wage I have indicated represents the minimum to be received. How much greater the wage may be depends upon the condition of the industry, the value of the service rendered and other similar factors. Labor troubles usually disappear if they are caught when they are young, that is to say, when they are in a plastic condition. The prompt and just settlement is an effective guarantee of tranquility. If, on the other hand, attention is not given to such matters until they become festering sores and both sides have delivered ultimatums, the solution becomes correspondingly difficult.

To Meet the Public

"With respect to the public the same policy will be pursued as with respect to the men. Everything that is asked, of course, cannot be granted, but our most pressing problem is one of development and every effort will be made to meet the demands of the public in the promotion of increased traffic.

Matter of Headquarters

"We shall soon have to make some announcement with respect to the location of the general headquarters of the National system and the kind of organization under which the railways

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