an independent daily newspaper devoted to the upbuilding of Prince Rupert and Northern and Central British Columbia, Member of Canadian Press - Aulit Bureau of Circulations Canadian Dally Newspaper Association. Published by The Prince Rupert Daily News Limited J. P. MAGOR, President

Subscription Rates: By carrier-Per week, 25% per month, \$1.00; per year, \$10.00 By mail-Per month, 75c; per year, \$8.00. suthorized as second class mail by the Post Office Department, Ottawa.

## Man And The Job

NE OF the serious problems facing industry today is the employment of older workers. The problem breaks down into there elements - productive, human and economic. These elements are of deep concern both to the man in particular and to industry in general.

Frequently a man approaching retirement age is haunted by the thought of how he will spend his time. He has neither wish nor reason to be idle but he has not, in his working life, developed any hobbies. He likes his work and the thought of doing something quite different does not appeal to him at all. Similarly industry has no desire to lose the years of skill craftmanship and experience which a lifetime's work accumulates.

The human element is naturally allied to the productive. The fact is that many a man will feel like a fish out of water when deprived of surroundings to which he has been accustomed for years. As retirement approaches, he becomes worried and unsettled. Again, industry does not want to lose the human qualities of such a man — the steadiness, loyalty and general setting of an example to younger employees.

The economic may or may not be serious but it does exist. The man may well be provided for. His home. pension may be ample and his savings sufficient.

But equally his pension may not be sufficient and his savings may have been already used on some emergency. There may be a very real hardship in reducing his income. He may require public assistance. Clearly, if such a man is both willing and able to continue to work, both he and the taxpayers will henefit if he is permitted to do so.

There are two broad methods by which older workers who wish to stay in employment can be helped to do so. One is called job engineering and the other job reassignment. A recent survey in the U.S. covering 250 companies employing 500 or more workers each concluded that either job engineering or job reassignment can be applied to almost any industry.

Briefly, job engineering means assisting the man to continue in his present job. : Among the techniques used are a reorganization of production to obtain a more regular pace; assuring that the older worker receives easier-to-handle materials; providing greater leverage for tools, etc. relocating controls to give more convenient handling; providing power tools.

Job reassignment, as its name implies, is the rex assessment of the worker's abilities and his transfer to work of which he is capable. This, of course, is a technique found more generally in firms employing a large number of workers and, hence, having a large

selection of jobs. There is little to choose between these two methods. Job reassignment may be claimed to be less costly, but it has the psychological disadvantage of moving a man from his customary circle of co-work-

ers and a possible loss of status. Probably, the fairest conclusion we can reach is that the two methods exist and can be used. Whichever is most suitable for the particular case is the one which should be chosen.

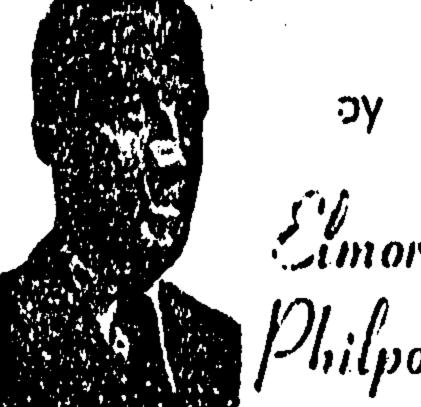
# REFLECTS

The white bride is expected to to exist any other way for the what they were uttor really did west of the Maritimes, foot the bill for all the attend-same amount he would have had make sense. When they talked The partial protection accordunts. Forty or fifty guests are something left over. But when of an East-Asian co-prosperity ed the Atlantic provinces was not unusual, to entertain them it was over, he thanked the sphere they were talking of given by virtue of the Marilime involves food, drink, wedding Creator - He needed the last something that is bound to come, Freight Rates Act of 1927, which cake and tips, "For whom is it copper.

done?" Inquired a wedding guest. "The more weddings I attend the | Democracy is becoming real in | more ludicrous the fuss seems London. The Queen and her to me. Heaps of girls are launch, husband recently went shopping. ed with all the excitement and Her Majesty watched the duke cost—after which they retire in- buy canned salmon for delivery to some modest fint and spendjat the palace. Which one? Buckthe next few years trying to ingham of course. make the ends meet."-- Barbara |

Eppin in "Sunday Press." MAKE IT TOMORROW No consideration is being given | newspaper reporter employ- to increasing the basic \$25 a ed in Winnipeg was given forty month pension of retired CNR collars and instructed to live on employees. Has any one heard of that for one month. The sum a steadily reducing cost of livof forty bucks was exactly that, Ing?





Japan Votes Trade

Red China is should be the the 1930's.

vote in Japan. The people of Japan have vot- a ed by a large margin for a government whose main plank inormalization of relations with China and Russia.

The winning party has made it. friendly partnership with the U.S.A., but subject to the open-

THE United States does not need to trade with China to be prosperous. As a matter of fact, the U.S.A. comes pretty close to being a self-sufficient country. There are a few things which she must buy from other countries. There are a good many transport commissioners, has not touch the big volume of things which she can buy from modified a section of its 1954 western export grain carried unother countries more cheaply decision under which a new systhan she can produce them at tem of basic freight rates

But, by and large, the U.S.A. The modification, made public could "get by" very nicely if the today, changes differentials bewhole world, outside the U.S.A., tween all-rail rates and water were to sink in the ocean over- rates to and from eastern Cannight. That is not true of Ca- ada and the head of the Great! nada, because our economy is Lakes. tied into world markets both for buying and selling. And it is slexibility in setting these differcertainly not true of Japan.

JAPAN and China have just March 1, 1954. The differentials about everything that the are the spreads between all-rail other needs.

Japan is already a highly in- hauls. dustrialized country. In less than a century after the guns of day, the board left it for the the U.S. navy "persuaded" Ja- railways to e-tablish differenpan to abandon isolationism and tials --, it previously had set enter world commerce the Ja- these — but said that the railpanese learned almost all that ways' differentials will be subthe west had to teach, in the ject to review on complaint from way of industrial machine pro- interested organizations. duction. Indeed Japan wedded to the west's industrial tech-judgment" decision of the board niques some tricks of her own-left inchanged its original order. such as having the girl machine laying down a method of equaloperators live in dormitories or lzing "class" rates as between arracks. By the time of the regions over most of Canada. great stock market crash of 1929 That order became effective Japan was already meeting the Tuesday. west and beating the west whereever; there was real and unrestricted competition.

But Japan quickly learned that jing rates, which apply to about no country in the west woul allow Japanese machine made goods entry on a par with goods 000,000-a-year freight traffic. from western countries. Every western country could, and did show that the wages paid in Japan were a mere small fraction long-established levels. There of wages paid in the west. No may be no change from current western country admitted Jap- levels because as an interim enese goods in a volume which measure in 1953 the board or-Japan could have supplied them. dered a general five-per-cent

HAVE always thought that Japan went to war with China, tion order came into effect! from 1931 onwards, because her Tuesday. leaders clearly saw that China would soon re-emerge as one of Quebec will go up somewhat. the world's great powers.

Generals are never very smart on freight moving within the at politics, and the Japanese war four Atlantic provinces. On traffords certainly had queer ideas fic batween these provinces and j as to how to win friends and points west, there will be changes [ one way or another, in whole or set aside that region as special freight rate territory and gave

Continued on Page Five

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tost. Water, plain or sparkling, reveals a

## As I See It MP Urges Municipalities, Provinces To Force Federal Action on Jobless

provincial and municipal gov- is rightly theirs." ernments should do nothing to CAUSES ECONOMIC alleviate unemployment and thus force responsibility for netion on the federal government "where is belongs."

Michael Starr (PC-Ontarlo) IF ANYTHING can wake former mayor of Oshaway said up the Americans to the Thursday It is only a matter of folly of their program of time before municipalities start no truck nor trade with her to Jobless, as they ald in

> to replace responsibility for re-ponsibility. lief on the federal government. "With the situation as it

clear that it intends to maintain the municipal and provincial time before they will again find is sernments should adopt a themselves in the same postpolicy of doing nothing about tion." ing up of trade with China and the present situation in order. Unemployment had become

It allows the railways greater:

entials than the board had per-

mitted in a previous judgment

and all-water or partial-water

In the decision announced to-

The 25 000-word "reasons for

For territory between the

Pacific coast and the Quebec-

Maritimes border, it establishes

an equalized scale for the ceil-!

20 per cent of Canada's 3000,-

expected to have these effects:

vinces will be dropped from their

reduction in class rates, to be

terminated when the equaliza-

• Rates within Ontario and

• There will be no change

It federally-subsidized reduc-

lions of 20 per cent rates.

The class rate equalization is

Rates in the western pro-

Transport Board Modifies

Differentials on Rail Rates

OTTAWA 'the -- The board of The equalization order also did

were basically economic. of unemployment."

weight of relief payments in the ans affairs. depression of the 1930's.

Commons debate on unem- some of them were able to indicating unemployment reachployment, Mr. Starr said muni- emerge from the state of bankcipal and provincial governments ruptcy in which they found remould "take necessary steps" themselves because of this res-

'I seel it is at this time that . . . it will only be a matter of

der the low, statutory "Crow's!

Nest Pass" rates. This takes in

all grain moving within the

west to export markets.

OTTAWA, O -- A Progres ive to force the sederal government national emergency but the sed-Conservative back-bencher says to take the responsibility which eral government, financially the strongest of all levels of government, shirked its duty.

CONTINUE NEXT WEEK The causes of unemployment

The unemployment debate, be-"The federal government is gan Tuesday on a Progressive the only government which un- Conservative motion of nonder the powers it possesses can confidence in the government. exert control over those causes week. Today the Commons resumes consideration of legis-Municipalities had carried the lation, chiefly involving veter-).

The debate was touched off by Speaking in the third day of "It was many years before government reports last week ed a post-war high in January. A bureau of statistics estimate said 302,000 persons were out of work and looking for jobs in late January, compared with the previous high of 318,000 last March. At the same time, 509,- 1 582 persons were looking for A work through National Employ-

ment Service offices, compared with the high of 509,896 in | March, 1954.

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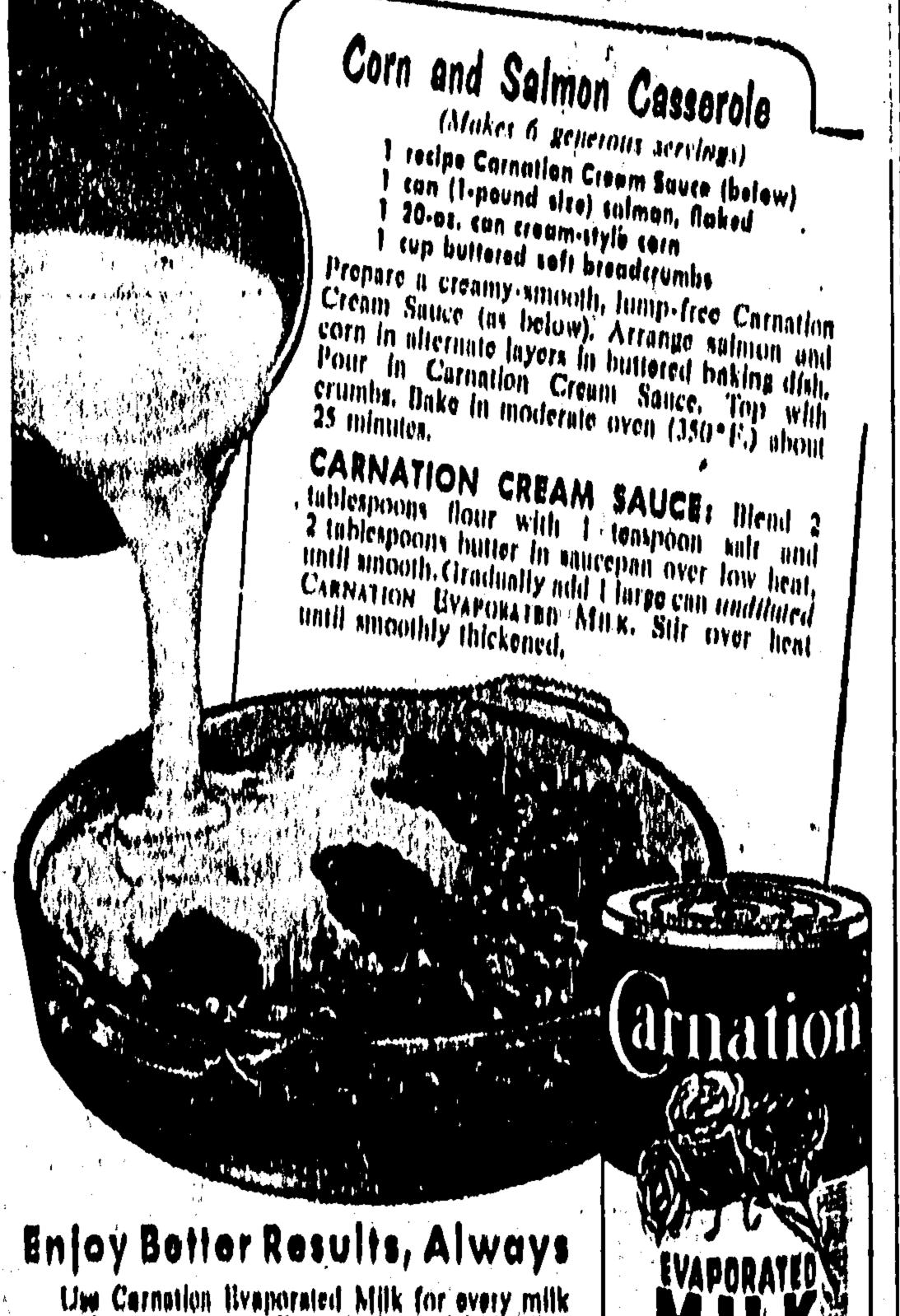
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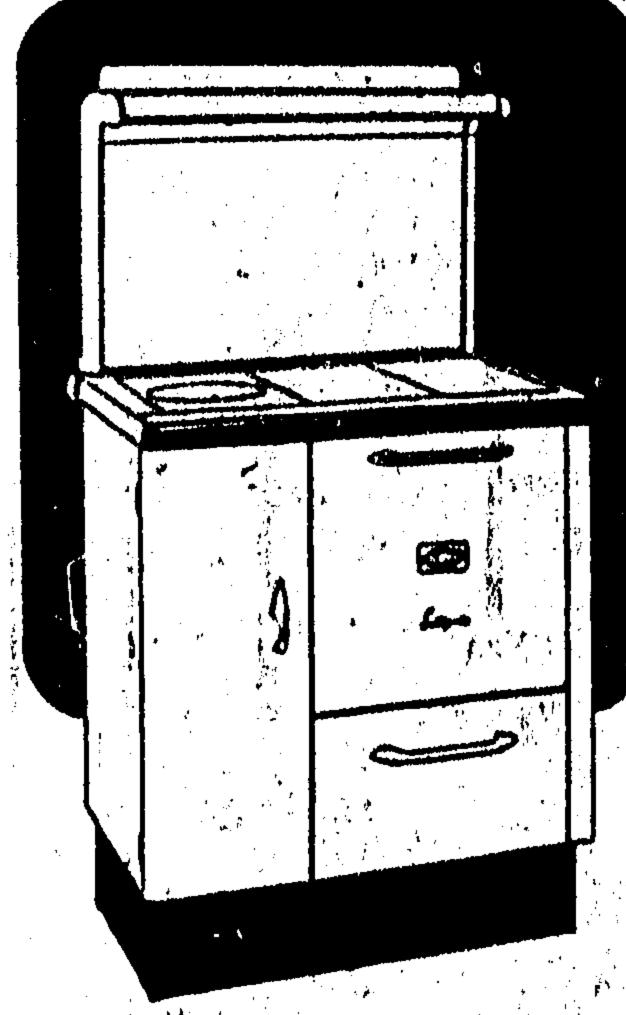
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