

all experienced more rest in the battle zones than in these hotels, which are on narrow streets in small jerkwater towns. The noise is terrific from automobiles, steam engines and railroads, which keep us awake all night."

There is no intent to fix blame for such conditions. It is my belief that no particular individual or group of individuals is responsible. Rather would I attribute these conditions to our habits of thought, our complacency, our indifference to the responsibility of industry to the public interest.

Industry, Trustee of Human Welfare

We must recognize the existence of the hazard that failure of industry to accept its role as trustee of human welfare may lead to excessive political control over our economic institutions. Such control can be justified only when private enterprise has failed to discharge its obligations to the public as workers and as consumers.

The obligation of industry weighs equally on both management and labor, who must cooperate to discharge their joint responsibility. The public is the "Boss" and labor and management share this responsibility to the public welfare.

I cannot too strongly stress my belief that any fundamental advance in our industrial efficiency depends upon a capacity to understand the individual and to encourage his thinking and acting as an individual, to choose his leadership which will be responsible to him and to participate as a responsible individual in the formation of the policies which govern his employment. It is only by such action that we can maintain our proven American system of privately-owned, competitive enterprise, and "maximum production from people for the benefit of people."