

NO MAN SHOULD WORK OVER 65

So Says John C. Stubbs, Vice President of the Harriman Lines.

WORLD BELONGS TO YOUNG MEN

Decides to Practice What He Preaches by Retiring Voluntarily—Reveals on Life's Activities.

"What is the proper time for a man to retire from business?"

This was the question propounded by the New York Times to John C. Stubbs, vice president and director of traffic of the 16,000 miles which comprises the Harriman system.

Mr. Stubbs has created widespread discussion all over the United States by the announcement made a day or two ago, that when he attains the age of 65 years, in May of next year, he proposes to lay aside the cares of business life and devote his remaining years to peaceful recreation on his country estate and to foreign travel.

Moreover, Mr. Stubbs punctuates this declaration by stating as his fixed belief that every man who attains the age of 65 should be retired, whether he so desires or not, in order to make room for younger men.

Mr. Stubbs, however, qualified this declaration in his conversation with the Times representative today, by stating that in fixing this age limit he had done so on the theory that every man honorably retired at 65 should receive a pension from his former employer.

"Of course," said Stubbs, "when I expressed the opinion that no man should work after he is 65 years old, I had not the slightest intention of advocating any system which would deprive men who had attained that age of their livelihood and leaving them dependent upon others for support."

"On many of the big railroads a pension system has been introduced which makes retirement compulsory at the age of 70. I believe an employer should have the option of retiring honorably at 65 and I have advocated making that age limit. In the army they fix the age of retirement at 65, and I do not know but that 65 would be even better than that."

Stirred up Trouble. "It seems to me," continued Mr. Stubbs, "that when I made this casual observation as to the age at which a man should cease to engage in business I unwittingly stirred up a lot of trouble for myself. I am deluged with letters, offers to write magazine articles and not a few protests."

"One of my correspondents writes that if employers were to discharge their men upon attaining the age of 90 years it would work a very grievous injury and in many cases untold hardship. Quite true, although I fixed the age as 65 and not as 90. It is apparently there has been some misunderstanding as to what I actually meant. Inasmuch as I have no time to write magazine articles, perhaps it would be just as well to make myself clear on the subject through the columns of the New York Times."

Mr. Stubbs settled himself back in his chair. This man, the associate and fellow worker of such railroads giants as Collis P. Huntington and Edward H. Harriman, has spent almost fifty of his sixty-four years of life in the daily grind of the railroad business.

But he does not look it. He is a rather slight man, of medium height, with a

TRAFFIC MANAGER OF HARRIMAN RAILROAD SYSTEM.



JOHN C. STUBBS.

smooth-shaved face, gray hair and clear, penetrating gray-blue eyes. He is a man of charming personality and of artistic temperament. His office, overlooking one of the busiest corners of Chicago, is a veritable picture gallery in its way. On its walls hang the portraits of every railroad man of prominence in the United States during the last half century, those of Messrs. Huntington and Harriman having the place of honor.

"While I have expressed the opinion, and still hold to the belief that no man should be allowed to work after he is 65 years old," said Mr. Stubbs, "my expressions and utterances on the subject must be regarded as applying more particularly to my chosen profession. The range of my experience must be considered."

"In my observations on this subject, which seem to have attracted undue attention, I had more especially in mind railroad workers and the employees of such industrial concerns as have adopted a pension system for the benefit of the men who have worked loyally and faithfully. There was also present in my mind the fact that in practically all cases in which a pension system has been evolved, the retiring age is fixed at 70 years, at which age retirement becomes peremptory."

Proper Age for Retirement. "After studying the question in all its phases, I have come to the conclusion that at 65 years the officer or employe should be permitted to retire and receive his pension, or on the other hand that the company or its employers should retire him without discrediting him, at that age, in order to make room for younger men."

"It was not in my mind, however, to suggest, or even hint, that all employers should discontinue with employees when the latter reach the age of sixty-five without any provision for the future."

"A policy were pursued great hardships would be worked. They should be honorably retired with a pension sufficient to provide for all reasonable needs. Of course it is perfectly true that all men may not cease their activities at the age of sixty-five. Nevertheless, it is my judgment that they ought to retire, if they are able to do it, and if so the world would move much faster toward the millennium."

Take Mr. Harriman, for instance. I

do not think he would have retired at sixty-five by any possible chance.

"He was one of those peculiar men who never could retire, who have got to work, and who if they could not work would die anyway. Nevertheless, Mr. Harriman did not die from worrying over his vast business interests."

"Mr. Harriman never worried. He believed in himself much as did Napoleon Bonaparte. He had a right to believe in himself, in my judgment, for he did things and big things at that. Harriman lived as long as could reasonably be expected, considering the manner in which he worked."

"I owe a great deal to my association with Collis P. Huntington and E. H. Harriman," said Mr. Stubbs, "remotely. 'What wonderful workers were they! Huntington always was in his office before any of his employes—simply a tireless worker. Harriman too."

Thinking in Bed. "Harriman used to work all day and think all night. That was what killed him. He used to think in bed. One of his most daring schemes he told me was thought out after he went home one night."

"The Erie railroad was in distress. It went into the hands of a receiver. It meant that the stock market would be affected disastrously and that the Harriman securities would necessarily suffer."

"All that night he thought it over, until 5 o'clock in the morning, when he had his plan matured. He rose at 7 o'clock and his instructions over the telephone."

"When the bank was open at 10 o'clock Harriman was there with the necessary securities and paid \$5,000,000 for the notes and securities. It was a daring thing to do, but he had planned in the night how he would bring that great property through the crisis, and he knew that he could not fail."

"Retiring at 65 from the particular pursuit which has engaged his activities of a man all through his working career, does not, in my judgment, mean idleness for the remainder of his days. It suggests leisure, opportunity, pursuit of education, to round out one who has been warped somewhat by following one idea to the exclusion of all other considerations of inestimable value to the man himself, as well as to his fellows."

"I am not going to stagnate simply because I am going to relinquish the reins of office in the Harriman system. All my life I have been working for the road; that was the dearest ambition of my life."

"I told Mr. Harriman once that I believed I thought a good deal more of it than he did, and I meant it. I am not going to stagnate."

World Wants Younger Men. "The world is full of things I want to know. I am simply going to step aside because the world wants younger men, and the world belongs to younger men."

"The tendency of the times is to crowd out the older men and give the young man a chance. Take our universities, for instance. We find that when a great genius like Charles W. Eliot resigns, his place is filled by a very much younger man; the trustees do not see a man of approximately the same age as the retiring president. This is true of all educational in-

stitutions and throughout the professions generally.

"In the army the age of retirement is fixed at 65; if it were 60 I think it would be an improvement. When a man gets past 60 his judgment may be more mature, but he has lost his fight."

"And by fight I do not mean his ability to quarrel, but to fight the battle of life with the same energy and effectiveness that he fights when he is only 50 years old."

"Life is nothing but a battle, anyway. It is a fight from start to finish. Men grow outlived his usefulness at 65 years. You wouldn't have him chloroformed according to the theories alleged to have been enunciated by Dr. Osier?" asked the interviewer.

"Not chloroformed by any means," replied Mr. Stubbs with a hearty laugh. "I which I can live for myself and my family; a chance to look a little more into literature, for example—yes, and perhaps a little opportunity for travel."

"I have traveled more miles than most travelers, perhaps, but I have never visited Europe. I have never had but two vacations in my life, and I may as well say both those vacations I was sick. Looking back over my life, both as a single man and as a married man, I think I can say that it has largely consisted of working, with the necessary incidentals merely of eating and sleeping."

Time to Loaf. "I am tired, and I am going to loaf," said Mr. Stubbs with a suspicion of weariness. "I have seen only one and I know justly one side of life—the industrial development of the world is beautiful and I am going to try and realize and enjoy some of that beauty before I die. There isn't anything in the world that is not altogether lovely. Even the so-called dark and bad spots are only nature gone to seed."

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How to "Shed" A Bad Complexion. It's foolish to attempt to cover up or hide a sallow complexion, when you can so easily remove the sallowness, or the complexion itself. Rouge and the like on a brownish skin, only emphasize the defect.