

132 East 19 St., New York City

October 11, 1919

Mr. Richard A. Feiss,
2149 West 53 St.,
Cleveland, Ohio.

My dear Mr. Feiss:

I came from Washington last night and found your letter of October 7. Thank you for it.

I agree entirely with you in regard to the make-up of the Conference. The most serious defect, as I see it, is the fact that management is not properly represented. What can be done to correct this, I do not know.

But let us act on the assumption that there will be no change. Then, what can be done? It seems clear to me that we must have a program for industrial organization flexible enough to allow the inclusion in our discussions of any phase of the subject. I take it that the statement of principles turned in by the employers' group ~~is the basis of this program.~~ It is at least the best we have at hand.

Now, if we can correct and strengthen this and then build into the science of management, we will get somewhere near the purpose for which the Conference was called.

I wish you would take the employers' statement and examine it critically, and see just how management should be related. This thing is certain, if we can get--as I have no doubt we will--a sub-committee devoted to this subject, we will have the privilege of calling before it advisors. That would give the opportunity of hearing the Taylor group.

I hope you will watch the proceedings, and if at any point you have any suggestions in which you think I can be of any use, let me have them. One thing of which I was very glad in the employers' statement was its recommendation that the establishment, rather than the industry, be considered as the unit of production. My notion is that every factory differs from every other factory and must be free to work out its individuality. That a time might come in the development of this individual unit when it would not be able, through the best of democratic councils, to take care of its trouble, I admit. I believe that there should be then something in the industrial structure to which difficulties could be referred, either something inside the industry as a whole or some machinery provided by the Government.

So far as possible, you and your group may count upon me to

(Mr. R. A. F. 2)

do the best I can for management.

With all good wishes to Mrs. Feiss and yourself, believe me

Very sincerely yours.