

# INTERNATIONAL HARVESTER COMPANY

INCORPORATED

606 SOUTH MICHIGAN AVENUE  
CHICAGO, U S A

ADDRESS CORRESPONDENCE TO  
INDUSTRIAL RELATIONS DEPARTMENT

February 4, 1921

Miss Ida M. Tarbell,  
120 East Nineteenth Street,  
New York City.

Dear Miss Tarbell:

I am sorry indeed to have delayed so long in answering your letter of January 15, re the action of the Works Councils during the time of business depression.

I have been away from the office for the past three weeks in attendance at various council meetings and doing some extra traveling, which fact I offer as my alibi as to the delay in answering.

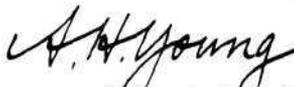
I am very glad to be able to say that we have not as yet had to put up to the Works Councils any suggestion of wage reduction. Thus far we have maintained the regular wage scale without change. We have been obliged, however, to shorten the hours of work per week at a number of the plants, and in every instance the councils have unanimously endorsed the policy of the management in this respect. We have simply told the council very frankly of the general financial and economic situation, and particularly the situation with reference to our own industry, which is of course seriously affected by the tremendous slump in the price of farm products.

I am giving you this information in a purely personal capacity. I feel it would be unwise for any public statement to be made in the matter, and I hope you will not discuss our situation until I have been able to give you the complete story, which I will be glad to do when the present cycle is more nearly completed.

I believe very strongly from past experience and present indications that the councils will come through the present retrenchment period with just as finely loyal actions, sentiments, and beliefs as has been the case in the past. I want to be cautious, however, and not be quoted until the result has been really accomplished. I think you will appreciate the correctness of my position in the matter and will treat the information for the time being as confidential.

With kindest personal regards, believe me

Very sincerely yours,



Manager, Industrial Relations