

PLAYWICKY  
NEW HOPE  
PENNSYLVANIA

August 5 1937

My dear Miss Tarbell

Here is some more data  
from our good friend H. S. Pison.  
It strengthens your position a  
whole lot.

Sincerely

Marion R. Boone.



ARTHUR J. HARNETT  
PRESIDENT

# HOTEL POWHATAN

PENNSYLVANIA AVENUE

18th & H. Sts. N.W.

WASHINGTON, D. C.

8/4/37

H.I.O. to W.L.C.

Mr. Coile has showed me the letter from Miss Torbell - returned herewith. I think she is correct in her judgment that labor came through the war in a stronger position, that scientific management came through stronger in its relations with labor, and that each helped the other.

I cannot add anything to your complete understanding of those developments, but the following may freshen your recollection.

1. Early President Wilson perceived that labor's good will was essential to the high productivity required by war demands, and he proceeded along ~~two~~ <sup>three</sup> principal lines:

a. By posters of a general propagandic nature - similar to the Liberty Bond campaign - posted in factories, in public places, on bus boards, etc.:

b. By appointing representatives of organized labor on the numerous special commissions and committees;

c. And by making special provisions for maintenance of proper working conditions in contract factories.

2. Representatives of industry, including practically all identified with scientific management, were also appointed to these commissions and committees, and to administrative positions.

3. This brought labor representatives and scientific management executives together on common problems under a unifying emotional force, and each learned about

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and from the others; each got confidence in the  
sincerity of the others purposes, learned about the others  
problems and viewpoints, and learned about the others  
techniques.

4. Labor and Scientific management came out of  
the war with new respect each for the other, and with a  
disposition to cooperate in achievement of their respective  
purposes.

The Bulletin of the Taylor Society from 1920 on is a  
good record of these relationships. Grace and I were invited  
at meetings of the Society. The Bulletin featured more  
the interests of labor.

Not on the record of the Bulletin were such incidents  
as my being invited to attend and speak at a meeting  
in Worcester of the Mass. State organization of labor. Miss  
Thorn usually came in to see me on her trips to New York.

This example of the Taylor Society led the Society of  
Industrial Engineers to more cordial relations with labor  
in their programs, etc.

Altogether the new status and relations of labor and  
of scientific management - developed under war influence -  
are worthy of record in Miss Torbell's recollections.

When you write to her, kindly give her my regards  
and best wishes.

H. P. Brown