Pennsylvania System

G. L. PECK,
Vice President
E. T. WHITER,
Asst. to Vice President

Personnel Department

Philadelphia, March 23, 1923.

Miss Ida M. Tarbell,
120 East 19th Street,
New York City.

Dear Miss Tarbell:

I have read with interest an account in the newspapers of your address in Pittsburgh on March 12th on the subject of "Industrial Unrest", in which you urged the adoption of shop councils as a method of communication between the working man and the industrial executive.

As a matter of information, and in line with your address, I believe you will be interested in reading the attached pamphlet which contains a detailed story of the origin and development of the plan of employe representation which was adopted by the Pennsylvania Railroad System about two years ago, together with two pamphlets which give the experiences and viewpoints of some of the employe representatives themselves.

I am also sending you copy of an article by J. Gould Lincoln which appeared in the Washington Star of October 15, 1922, together with reprint of an article from The Annalist of February 26, 1923, by Benjamin Baker, giving the result of their investigation of our plan.

The development of the views and conclusions of both Mr. Lincoln and Mr. Baker was left entirely with them, and they were left altogether free to discuss the matter with any of our officers or employe representatives, or the employes themselves. They availed themselves of this opportunity quite extensively.

You will also be interested in the attached copy of statement issued for the informationof the public with reference to disposition of grievances or controversial questions under our Employe Representation Plan for the year 1922.

I am sure that a reading of this material will give you a rather full story of the purpose, inception and operation of the plan adopted by the Pennsylvania Railroad System and its employes with a view to bringing about co-operative effort and a harmonious settlement of controversial questions.

Yours very truly,

G. L. Peck

Vice President.

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