April 3, 1923

Mr. G. L. Peck,
Pennsylvania System,
Personnel Department,
Philadelphia, Pa.

My dear Mr. Peck:

It was very good of you to take the trouble to send me the group of pamphlets and articles on the plan and workings of the employe representation system of the Pennsylvania Railroad.

I have known, of course, that you were trying out this form of organization, and it has been my impression, with increasing success. I have, however, never made any investigation; and I am glad to have the articles you send as a basis of study. You may be sure that I will read them carefully at my first leisure.

I am firmly convinced myself that we will have no proper industrial peace without some such system. I do not see it at all as displacing the unions, nor do I think that it is desirable that the unions should be displaced. I do believe, however, that employees' representation would be a tremendous education to the men that make up the unions and will help both them and the employers to get away from the military basis on which they have so long been planted.

I do not believe, either, that employees' representation will do away with the need of some kind of local and Federal industrial courts - something along the the lines developed by the President's second Industrial Conference; but I do believe that it will reduce the work of such courts to a minimum and develop a temper and technique of handling industrial troubles which will make comparatively light the work which does reach the courts.

It is the right track that the Pennsylvania is on, I am sure, if it doesn't get it into its head that it is the whole solution of the problem.

Of course I am putting down frankly, dear Mr. Peck, just the way I see it; and you have a right to say, if you want to, that

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I see it from an outside point of view. I do - detached and outside.

Believe me, I shall be glad of anything on the subject which you will be willing to send me at any time.

Very truly yours,

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