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German-American Button Co.,

—OFFICES:—
NEW YORK.
CHICAGO.
BALTIMORE.
CINCINNATI.
CLEVELAND.
LOUISVILLE.
PHILADELPHIA.
SAN FRANCISCO.

Manufacturers of Fine Tailor Buttons.

Rochester, N.Y.

March
Fourth
1916.

Miss Ida M. Tarbell,
132 East Main Street,
New York, N. Y.

My dear Miss Tarbell:

I have your favor of the 1st. I have no figures at hand that would tell you exactly what you want to know but I am inclined to believe that I can get them from our records. In any event I will have our records gone over some time next week and see what I can do for you.

However, I can state to you now that the percentage of our girls who leave to go to other factories is to-day very small. In the old days before we kept records and studied the subject, we know that it was much larger. Furthermore, we do know that girls who come to us can in many instances give very poor reasons for leaving another factory to come here.

The point I was making with you was that we were using all possible intelligence to hold people in our industry once we get them here, and we have made use of a great many different means towards that end and have, as a result of our study and effort, cut down our leaving percentage to a comparatively small figure.

I should indeed like to have the chance to talk over with you the Industrial Commission's report on Scientific Management. It just so happens that Mr. Hoxie is to be with us again next Monday and through our invitation, is to deliver an address in Rochester Monday night before the Efficiency Society and a large number of guests.

In general we have not developed time study and task and bonus to the extent of some plants. Our thought is that we have developed rather consistently in all phases. Mr. Hoxie, who spent some time investigating our plant, has since then written a number of very nice letters. I am not sure, however, but that some of the scientific management people would construe his commendation of us into a criticism. Mr. Hoxie's comments

have been so nice that I am going to venture to quote you personally from two of them.

Under date of May 31 he said, "I regard the German-American Button Company as in many respects the most advanced plant which I have the privilege of visiting."

Under date of June 12 he said, "The German-American Button Company is the most inspiring plant and the one in which I feel the most important scientific management work is being done of those visited."

We have always made the point that we were trying to do things along the lines of science in management and had not laid so much stress on scientific management in a technical or narrow sense. In any event, were not Dr. Hoxie's remarks to us very nice?

Will plan to let you hear further from me some time next week.

Very truly yours,

HTM/R

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