New Hope, Pa.

August 3, 1937

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

My dear Miss Tarbell:

You recognize, of course, that the question you have posed is capable of being interpreted in various ways. But on the whole you were right and Miss Addams unduly pessimistic. For a few years after the War, labor standard were thrown out the window. Friend Newton D. Baker was principally responsible, but it was just a phase of our general post war demoralization.

On the positive side, I enclose a copy of General Orders No. 13 of the Ordnance Department, dated November 15, 1917. This was later issued by the Quartermaster General and under it billions of dollars worth of goods were manufactured. Nothing like it as an act of government had ever been dreamed of before. Then we have the International Labor office as the outgrowth of the Treaty of Versailles. It is easy to depreciate its effects, but I am confident that they have been considerable.

Perhaps the most beneficial effect came about through the necessity for adopting Scientific Management, or something like it, in order to obtain the maximum output of munitions. You will recall that the French War Department, on an order signed by Clemenceau, formally adopted Scientific Management. The shift in employees upset the traditional ways of doing things. One metal working plant in England sent practically all its employees to the front. The new staff, 95% women, doubled or trebled the former output. Such demonstrations as this led Samuel Gompers virtually to come out for Scientific Management. If you have any doubt about this, see "Labor, Science and Production", a volume of the Annals of the Annals of the Academy of Political and Social Science.

Unduly long hours got a wallop as the result of war time experience. Thus public opinion in the Harding Administration made it possible to do away with the long day in steel. Especially in England, working and living conditions were much improved during the War. I remember one of Lloyd George's inspectors told me of discovering women in the North of England who had never been in a bed - benches and sometimes the floor for them. Such revelations led to the very widespread housing movement in England.

All I can say in conclusion is that I would rather have your position to defend than the opposite. If you want me to give you references for any of the above or otherwise follow your inquiry further, do let me know.

With warmest regards and best wishes, I am

Yours very sincerely,
Morris L. Cooke

P.S. When you have no further use for it, please send me the copy of General Orders No. 13.

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[G. O. 13.]

GENERAL ORDERS
No. 13.

OFFICE OF THE CHIEF OF ORDNANCE,
UNITED STATES ARMY,
Washington, November 15, 1917.

(NOTE.—A similar order has been issued by the Quartermaster General.)

SUGGESTIONS FOR ARSENAL COMMANDERS AND MANUFACTURERS.

While circumstances are not such as to render appropriate the issuance of definite orders upon this subject at the present time, the following suggestions are commended to the careful consideration of arsenal commanders and manufacturers executing orders for this department, especially to those manufacturers who are operating upon a cost plus profit basis of compensation.

In view of the urgent necessity for a prompt increase in the volume of production of practically every article required for the conduct of the war, vigilance is demanded of all those in any way associated with industry lest the safeguards with which the people of this country have sought to protect labor should be unwisely and unnecessarily broken down. It is a fair assumption that for the most part these safeguards are the mechanisms of efficiency. Industrial history proves that rea-

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