

November 7, 1932

Dear Mr. Burton:

I have been going over in my mind our little telephone talk. Here is about the way I come out.

Present Series:

This series as far as the subject and material is concerned is worked out - subject of course to any suggestions that anybody makes that will improve the articles. You have four. Number five we decided sometime ago, you will remember, and you will see by our correspondence, to devote to Westinghouse. Because of that I have taken all reference to them out of the previous articles.

Mr. Berlin wisely suggested that we ought to pay some attention to the training of young men in industry and that is what I had already decided should be the line in Westinghouse. As a matter of fact that concern has the most highly developed training school in the country, at least so it seems to me. It is really a fine inspiring story and it shows the line along which, in my judgment, any training of youth in any industry must come if it is to be of a first class character. To be sure plans are being tried out all over the land in one or another industry. Some of them good and some of them no account. The Westinghouse is a scheme developed by over fifty years of experience and the highest class of engineering and business talent has been given it. I have all the material for this article and it is understood with them that I am to do it. The article is partly written.

The sixth article, as you will remember, was to shape itself around the industrial town and the way it has stood up through the last three years. I have my material there and the article partly written. It was one of the articles we talked about in our first conversation and one which you O.K.'d. It is really a study in stabilization.

Second Series:

And now about the second series. I understand you and Mr. Berlin both think it would be useful to the Cosmopolitan. I am a slow worker and I have to be convinced

in these industrial matters by my own observation on the ground that they are really worth supporting. If it is decided that you want a second series I could do the article on the Rocky Mountain Coal Company to which Miss Giles and I think Mr. Berlin have referred. I already have that story pretty well in hand and arranged last winter with Josephine Roche, the woman at the head of the concern to go out to Colorado and finish up the work. Now if you like I could include that in a second series.

I also am committed to a study of the Hookless Fastener Company which has been steadily refusing to allow anybody to tell its story. It is one of the finest stories of industrial integrity - integrity of product - merchandising - industrial relations and financing that I know. It is one of the few industries in the country which because of these things has stood up through the depression and not only stood up, but gained largely. I think I could do this for your second series if you decided to go ahead with it.

Third, Mr. Berlin in his interesting communication which you sent to me at Meadville - and won't you please tell him how gratified I am that he thinks I am doing something that is useful - Mr. Berlin speaks of the employees' council of the Goodyear Tire and Rubber Company. I have not studied the Goodyear scheme in action but I have others of similar type. One of the most highly developed employees' council in the country is that of the International Harvester Company. But there are a lot of them. Three years ago the United States Labor Department published a book in which some seven hundred were listed.

The point seems to me is to get the most thoroughly developed experiments, that is, really getting down to cases. None of these things are easy - none can be applied overnight to a concern. They have got to be worked out.

Here then are three subjects with which I am prepared to go ahead. For the other three I should suggest: Profit Sharing and Stock Ownership. These matters I have been keeping an eye on for a good many years and there are some very interesting things. The soundest of them is the Proctor and Gamble, but there are others of various kinds and where they have survived it has been because they are made to fit the labor body and where the labor body was taken in to confidence,

J. S.
helped work out the scheme. I would like to write an article on this subject because I am convinced that it is one of the ways in which the labor people of the country are getting something like a financial education and the Lord knows we all need that.

There is a wonderful development in industry along the line of health and safety, reaching down into the very homes of the men. There is another one which I think might be called joyful living. You have got to have it if you are going to have a healthy industry and that is more or less recognized and some interesting things they are doing, all of which I should be willing to cover, but I don't want to touch any thing which has not proved itself. We ought to take the things that have a background of experience. Am I not right, dear Mr. Burton?

Very sincerely

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