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December 21, 1920.

To the Editors,
The Iron Age,
239 West 39th St.,
New York City.

Gentlemen:

In its extensive synopsis of the address of Horace B. Drury at the Engineering Societies Building in New York on December 3, the Iron Age presented to its readers the first comprehensive statement of the first comprehensive study of the experience of American steel plants with three-shifts in continuous processes. The breadth of view with which, editorially, you welcome this study encourages us, in view of a charge which was made from the floor of the meeting that the investigation was "paid propaganda", to ask you to print an explicit statement as to the auspices under which the research was carried on, the constructive spirit of which you have rightly appraised.

On the initiative of the late Charles M. Cabot of Boston, at a stockholders' meeting of the U. S. Steel Corporation in 1911, Judge Gary appointed a stockholders' committee on labor conditions. Stuyvesant Fish was Chairman; the members were steel men, financiers, and railroad men of standing; William H. Matthews was Secretary. A year later the Committee brought in its report, reviewing the advances made in accident prevention, workmen's compensation and the shorter working week; and recommending that the 12-hour day be eliminated from steel practice as "decreasing efficiency" and "lessening the vigor and virility" of the men so employed, and that steps be taken to "reduce the long hours of labor".

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On his death, Mr. Cabot left a trust fund, the income of which became available in 1919. The managers of the Cabot Trust are Philip Cabot, Chairman; Paul U. Kellogg and Edward T. Devine. The first appropriations made under the Cabot Trust were in line with Mr. Cabot's old interest. The resulting plans were made known through appropriate channels.

According to the terms of the bequest the fund was

> "for such charitable uses for the public benefit as are allowed and can be sustained by law of the general character and for the general objects hereinafter described. Without intending to limit the discretion of said board by a definition I suggest as illustrating such general character and objects that said fund be used to procure or encourage or promote the investigation and study of industrial conditions in this country and in the publication of the results of such investigation and study to the end that industrial abuses and hardships of industrial laborers may be known and remedied".

An appropriation was placed in the hands of Mr. Morris L. Cooke, Consulting Engineer in Philadelphia, to study the three shift system so far as in force in American steel plants. Mr. Drury worked under Mr. Cooke's direction. The plan and conduct of the investigation were left to Mr. Cooke's professional judgment without conditions or interference. There was entire agreement between him and the managers of the Trust that this being an engineer's study of an engineering problem, the findings should first be brought out in regular course before recognized engineering bodies. This was done at the joint meeting of the Taylor Society, the New York Section

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of the A. I. E. E. and the Management and Metropolitan Sections of the A. S. M. E. Your extensive synopsis of this report will enable the iron and steel trade generally to estimate the study at its true professional value.

Yours very truly,

Secretary of the Board of Managers
Charles M. Cabot Trust

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