

Rockefeller; we know that Carnegie has heaped his gold on the American Libraries, that in Pittsburgh and in Washington he founded scientific institutes, where industry and science blend into an overwhelming synthesis. . . . We know that America is covered with societies for the rationalization of the economic life, and we know that as the culmination of all this grandiose work there has appeared that super-structure, "The Federation of American Engineering Societies," and finally we know also that a committee has been appointed for the study of "Elimination of Waste in Industry." We know that the man who is marching at the head of this triumphal procession is Herbert Hoover, he, who wants now to Americanize Europe. . . .

"We ask the American patrons of science to make the gesture worthy of the organizers of the New World, help us to start our Institute; send to us across the Atlantic a few of your technical, psycho-technical and photo-technical laboratories, present to us a few of those values which you so ably give for the development of your forever-searching energetic country."

"We will readily inscribe on each thing sent to us not only the word "America," but we will make these gifts to be memorials to the name of the Society or the individual who will thus work with us on the plowing up of the tired old Russia."

Such is the eloquent—if not the impassionate—appeal of a group of Russian scientists who are impatient to push ahead their work, from which years of revolution and privation have kept them back.

And that is why when a glimmer of light is at last beginning to penetrate the darkness which had enveloped Russia for so long a time, the soul of the Russian scientist, which was during all that time at its lowest ebb, suddenly became all a quiver and now passionately appeals to the world for a helping hand.

When in the year 1920 it became known that an institute dedicated to the study of modern methods of production was going to be opened in Moscow, tens of organizations and hundreds of professional people in Russia offered their services. But it was only on the spur of the moment. The enthusiasm aroused at first died away when it became evident that the work of building up the Institute required great sacrifices, since there were no instruments, no machinery for experimentations, no food for the workers, no fuel for heating the shops. Finally it sifted down to a group of about sixty people of the highest attainments in their respective professions. And they began to work. "It was," as the Director of the Institute, Alexsey Gasteff,

wrote in one of his letters to the writer, "by sheer will power and enthusiasm that we decided to go against the elements. And where we have needed metal, we have supplanted it by wood. In this manner we created a scientific "Robinsoniada"—all of its own. We made wooden models, wooden apparatus, etc. And all this in the hope that the day will come when our wood will be transformed into metal."

As outlined in the program, the work of the Institute was planned on a broad scale worthy of an endowment by a Rockefeller or a Carnegie foundation, but as it stands today there is "little powder in the magazine."

The Institute consists of six laboratories:

1. Cinematographic.
2. Technical.
3. Bio-Technical (mechanics of work movement).
4. Physio-Technical (energy of the working body).
5. Psychotechnical (psychology of the workmen).
6. Pedagogical (the study of work discipline).

And at the top of all—the study of methods for scientific organization and management of various undertakings (Chart I).

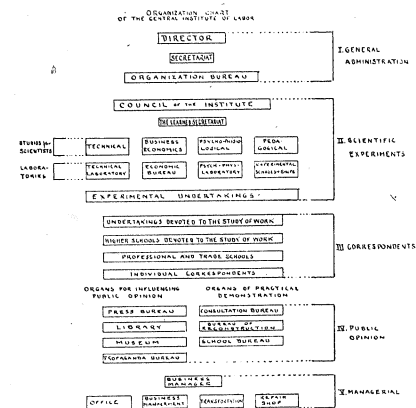


Chart I

Exact graphical reproduction of Russian original

Notwithstanding the almost insurmountable difficulties which the Institute had to overcome during the short two years of its existence, it has succeeded in founding a publication, "Organization of Labor," which would do honor to any society of the same kind in any

APPENDIX A
Central Institute of Labor

Moscow, 16th May, 1922.

Dear Citizen Slonim!

Your touching letter received with the proposition "frankly inform about needs" of our institution, we have resolved to address to you with a request—to help us in arranging our laboratories, our model workshops and museum.

Till now we lived in the hope on that internal potency, by which our active fellow-laborers were infected. So far without any essential aid for developing our business we have decided to prepare all equipments by our own hands and out of material, which was on the place, which yet remained in our ruined country.

With a greatest effort, but we have laid the foundations of our six laboratories: No. 1, a photo-cinema; No. 2, Technical—technical-working methods; No. 3, bio-mechanical—mechanics of the human labor method; No. 4, physico-technical, energetics of the working organism; No. 5, psycho-technical, a psychology of the working man; No. 6, pedagogical investigation of labor training. At the beginning is the arrangement of the laboratory of social engineering; its problem is to work out laws of the shop organization and management.

Laboratory equipments are prepared by the fellow-laborers and workers of our modest workshops themselves. By the frame of mind, by the will we decided to go in despite of elements. And where a metal is necessary, we have used a wood and created an original "robinsonade." We have made wooden patterns, wooden apparatus, appliances. And all this in the hope, it will come a day, when our wood will be transformed in the metal.

At present we are going out on the high road. We are organizing courses of managers, bosses. We are going in the middle of life, in enterprises, shops, factories. The faith in future, the faith in sound instincts of the nation, in the new epoch of the labor rationalism—is our fire-tower.

Your answer to the call was a new sign for the work.

And we are deciding to address to you with a request to give us such a help, which will be for us the most essential.

Give us a help by sending technical appliances, such one, which we cannot find at us.

In conformity with this we send to you a list of machines and apparatus.

We believe In advance we decided to name these appliances, if you permit, by two words "Hoover-Slonim."

From all fellow-laborers of C. L. I. we send you through the whole continent and ocean our great, great thank.

The Director of the Central Labor Institute:
GASTAEFF.

Presidium: KERCHAIEV.
PIOLUN'KOWSKY.
CHELEBNIKOV.

FOREIGN APPRAISAL OF THE BULLETIN

IN a letter from a well-known Italian concern, ordering a two-year subscription to the BULLETIN after they had purchased such back numbers as are available, we find the following paragraph:

We have read with the utmost interest all the BULLETINS, received from the first to the last word, and we judge the contents of more value than the matter contained in many similar American and English publications.

A letter from an English concern, frequently cited as an example *par excellence* of efficient management

and fine industrial relations, contains the following: We observe that (certain numbers) are out of print. We place such a high value on your BULLETIN that we should be prepared to pay a higher price for them if you would secure them from any other source.

The following numbers of the BULLETIN are out of print; has any member copies which he would be willing to turn back to the Society?—Vol. I, Nos. 1, 2, 4, 6; Vol. II, Nos. 1, 3; Vol. III, Nos. 1, 2, 3, 6; Vol. IV, Nos. 1, 3, 5; Vol. V, Nos. 1, 6.