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ENGINEERING SOCIETIES BUILDING

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## OBJECTS OF THE SOCIETY

(Extract from the Constitution)

The objects of this Society are, through research, discussion, publication and other appropriate means:

1. To secure an understanding and intelligent direction of the principles governing organized effort for the accomplishment of industrial and other social purposes for the mutual benefit of
  - A. The Community
  - B. Labor
  - C. The Manager
  - D. The Employer
2. To secure the gradual elimination of unnecessary effort and of unduly burdensome toil in the accomplishment of the work of the world.
3. To promote the scientific study and teaching of the principles governing organized effort, and of the mechanisms of their adaptation and application under varying and changing conditions.
4. To promote general recognition of the fact that the evaluation and application of these principles and mechanisms are the mutual concern of the community, labor, the manager and the employer.
5. To inspire in labor, manager and employer a constant adherence to the highest ethical conception of their individual and collective social responsibility.

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### CONTENTS

COMMENT .....	1
THE THREE-SHIFT SYSTEM IN THE STEEL INDUSTRY by Horace B. Drury .....	2
Abstract .....	2
Extent of the Twelve-Hour Day .....	3
Reasons for the Twelve-Hour Day .....	4
Reasons in Favor of Going from Two Shifts to Three .....	8
Detailed Experiences of Five Plants .....	14
Summary of Experience of Twenty Plants .....	22
The Three-Shift System in the Steel Industry as a Whole .....	28
DISCUSSION .....	29
APPENDIX	
Report of a Committee of the Stockholders of the United States Steel Corporation .....	44
SHORT ARTICLES, REVIEWS .....	50

### COMMENT

IN this issue appears Mr. Drury's "The Three-Shift System in the Steel Industry," and the discussion following its presentation at the December annual meeting. The reports of the various committees appointed to study the application of scientific management to selling were published in Vol. V, No. 6, which was distributed at the meeting. Other papers presented at the meeting—the important papers and discussion on "Standardization of Product," and the stimulating address of Professor Friday on "Risk—A Retarding Factor in Production"—will appear in succeeding issues of the BULLETIN. Mr. Drury's paper is given precedence for the reason that it is a subject of great general interest and its early publication has been requested by many persons who have seen

excerpts from and comments on it in the technical magazines.

IT is the report of a seeker after the facts, and it was fitting that it should first be presented for the critical consideration of the engineering profession. The trustees of the Cabot Foundation, by which the funds for the investigation were provided, appreciated the requirements of an engineering investigation, and made it possible for the investigator to have absolute freedom in his work and in the preparation of the report, and that the first report be made to the engineers. Mr. Drury brought to bear on the investigation a thorough training in economics and a grasp of scientific management—he is the author of a book on scientific management—and throughout his investigation he had the counsel of Mr. Morris L. Cooke, a mechanical engineer of experience in the development of scientific management in industrial plants and a student of public affairs. The author does not present the report as something final and conclusive, but the internal evidence of competence and impartiality will convince the reader that Mr. Drury has helped to take a big step forward in the consideration of an administrative and managerial problem of the greatest public importance.

THE report of the address in the *Iron Age* (Dec. 1920) is a model of competent reporting and the editorial comment in the same issue an example of reasonable appraisal. It says the author "has aimed to state fairly the position of manufacturers who continue to work on the two-shift plan. . . . After reading his conclusions . . . an onlooker might even be moved to wonder on which side the propaganda was working, concerning which a charge was made at the meeting which Mr. Drury addressed! . . . Operating men in the industry will not hesitate to say that, with all the allowances he makes for the difficulties that must be overcome in putting steel plants on a three-shift basis, Mr. Drury's report still takes too favorable a view of the results from the standpoint of cost to the company and of amount and quality of product. From the standpoint of working morale, of citizenship and of what is demanded by present-day standards in industry, the question of the continuance of the long day in the steel industry is getting more open-minded and reasoned consideration from manufacturers than it has ever had before. At no time have the conditions within and without the industry been more opportune for trying out the three-shift system and developing its best possibilities."