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Hull-House, Chicago
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Mr. C. E. Wyleth,
Vice President, General Electric Co.,
Schenectady, N.Y.

Dear Mr. Wyleth:

My work for this year is completed, I think, and it is time for me to send in some sort of a report with regard to the plants I have visited since last spring. It seems rather burdensome now to send you a detailed report on each one, as I used to do, although if you still wish this I have the material at hand and can always work it up in any form that is desired. But most of these places have been reported on two or three times already, and a few of them still present, so that I believe it will be enough if I comment on certain features which need attention and let you assume that for the rest the situation does not call for criticism.

The plants visited this year are as follows:

Manufacturing Plants:

Schenectady - Two visits
Pittsfield
Erie
Lynn River Works
West Lynn
Everett - Two visits
Fort Wayne
Decatur
West Philadelphia

Lamp Works:

East Boston
Youngstown
Cleveland
Mazda
Miniature
Wire
Welds
Miniature Bulbs
Equipment
Pitney Glass
Development
Vacuum Tubes
Printing

PLAINTIFF'S EXHIBIT

some and an acute attack develop. The only way to avoid such an accident is to make routine examination of the blood and when the sign that we depend on for warning appears, to suspend the man temporarily, put him on treatment to get rid of the lead, and when his blood is again normal, let him go back to his work. Dr Tracy assures me that this is the method he has been following, but he also assures me that this warning sign - the appearance of stippled red blood cells - has never been discovered by his technician. Now this seems to be quite impossible except on the ground poor technique. I talked the matter over last week with the physicians of the Goodyear Company in Akron. They have a group of lead workers under observation and the time has exposed to less risk than those in Pittsfield, and they have staved off lead poisoning by watching for the stippled cells which they have repeatedly found. They agreed with me that it was inconceivable that men working with lead oxide should never present this sign in their blood at any time, and that the technician must be at fault. I should suggest that someone from Dr Vosburgh's department or perhaps from Albany Medical School or even Harvard be asked to go and make an examination of the blood of these men so as to instruct the technician there in the proper method of staining and in the detection of these cells. You see, Dr Tracy says that even the cases of lead poisoning had no stippling in the blood, a fact which would be most extraordinary if it were true.

Long Lynn. The visit here was made simply for the purpose of seeing the improvements in the handling of moguls in the "constant potential" department, which were thoroughly approved.

Trenton. Two visits were made to the foundry, and I went to a conference with Mr Darling, Dr Schumacher, Mr Pollard, and other officials, to discuss how silicosis could be prevented not only among the sand-blasters but among the cleaners of castings. The danger is not so great in Trenton as it is now in Schenectady, and it will be much lessened when the improvements planned by Mr Darling have gone into effect. Mr Darling believes, and I agree with him, that there should be a conference of physicians and officials connected with those plants in which there is danger of silicosis so as to adopt a consistent method of dealing with the problem. Here too there was a question as to the ability of the medical department to detect the early signs of silicosis soon enough so that the case would not go on to the development of tuberculosis, a development which almost always ends fatally in a short time. In accordance with my suggestion, Mr Darling called in two specialists from Boston, one on X-ray interpretation and one on tuberculosis, and he hopes to have a method perfected which will give warning in time.

Erie. The silicosis problem is not nearly so serious here. And the new buildings devoted to refrigerator cabinets are excellent and not over-crowded , so far. There is of course the usual danger from sand-blasting, and I hope to see a positive-pressure respirator take the place of the Burrell mask. I hope also that some way may be found for checking up on the interpretation

of X-rays in Erie. Perhaps this may be arranged when the conference on silicosis is held.

The Erie plant is one that would offer much scope to Manfred Sowditch if he could go there and study seating, foot rests, height of benches, individual lights, and other features of that kind. There is a good deal of unnecessary discomfort in some departments and nobody whose job it is to correct this.

Fort Wayne and Decatur. Both these plants are at the moment expanding very rapidly, but in spite of that the seating and all the individual adjustments of treadles, foot rests, lights, etc., have been carried out better than in any other plant except West Lynn. I can only repeat what I said in my two former reports, that these plants are admirably managed.

West Philadelphia. This visit was made for the purpose of meeting the new physician, Dr Miner, and discussing with him the few problems that the plant presents. Dr Miner was selected by Dr Smith and given some weeks training in Schenectady before he undertook the work. It is to be hoped that this course will be followed whenever there is occasion for appointing a new physician in one of the manufacturing plants.

Lamp Works. In general only good things are to be reported in the Lamp Works, and minor criticisms, if there were any, have already been taken up with the different managements. These plants are now better than the great majority of work places for women, but if they are to be made as good as the best we shall have to turn our minds to the question of over-work, in other words, the length of the day and the introduction of rest periods, morning and afternoon. This same question has already come up in the manufacturing plants with regard to the workers on conveyors. And it has already been found necessary to give rest periods to them. It does not seem worth while to take this up piecemeal, discussing it with each manager, and trying to urge on him the advantage of shorter hours or rest periods. I believe that the only way to deal with it is to experiment in some of the General Electric plants so that actual results could be laid before all the managers. I hope that you have decided to let Dr Elton Mayo do this, and that in a year or so we shall be able to see as definite results from this study as have been obtained in the Hawthorne plant of the Western Electric Company. Until then I shall say nothing more about the subject of hours and rest periods in the Lamp Works.

The report on the Elmira foundry is enclosed with this. If you wish any further details with regard to these investigations I shall be glad to give them to you.

Sincerely yours,