

and experiences of section members which deserve the wider publicity of presentation at meetings of the national society;

c. To provide a constant education of beginners in the principles and the standard practice of scientific management;

d. To interest non-members in the work, and in membership in the Taylor Society.

The above advice to organizers of local sections has been informal, for the reason that it has been the opinion of the Board of Directors that the formulation of permanent, standard instructions should await actual experience in the work of local sections and that these standard instructions should then be prepared by a committee of experienced officers of local sections in conference with the Managing Director.

The time seems to have arrived when a definite policy and definite instructions covering the organization and activities of local sections, and their relation to the national society, should be prepared. As a first step in that direction Mr. Brown has been asked to present the views expressed by him at the business meeting and each secretary of a local section has been requested to make a general report of experience to date. On the inside front cover of this issue will be found a list of the officers of local sections.

II. A PLAN FOR LOCAL SECTIONS

By Percy S. Brown, Corona Typewriter Co.

General. In the larger cities it is a simple matter to organize local groups comprising members of the Taylor Society. The very fact that the members are located in one city facilitates organization. In the purely rural districts no advantage exists, and because of the fact that so many factories are located in sections which are not purely industrial sections, such factories are more or less isolated and their organizations have difficulty in keeping a point of contact with other progressive organizations. The suggested plan proposes in a very general way, a solution to the problem of the factory located in the village or small city where a larger city is situated at a central point. It is hoped that the plan, which is merely a skeleton one, may prove a basis for development into a definite standardized plan of the Society.

Local Sections. The local section should be identified by name, such, for example, as Philadelphia Section, New York Sections, etc., where limited to a city; while if built to embrace a number of counties, it should be known as the Central New York Section, Northern New Jersey Section, etc.

The local section should limit its active membership to Honorary, Senior, Associate and Junior members of the Taylor Society in good standing, and its affiliated membership to representatives of sustaining member firms, these representatives to have all the rights and privileges of active members, except the privilege of voting or holding office. It should be further provided that all meetings are in the nature of an open forum, but because of the very nature of the sectional organization, attendance at the meetings should only be by invitation of members. (See *Meetings*.)

Each sectional group should have as its officers a President (or Chairman), Vice President (or Vice Chairman), a Secretary and Treasurer, together with necessary standing committees, such as, meetings, papers, etc. The Secretary should be a salaried official, receiving a sufficient compensation to cover stenographic and clerical service. In all probability a Secretary would be a man active in industrial affairs who could use the part time of a stenographer and who would desire no compensation for himself. Probably fifty dollars per month would cover this item.

Dues. Inasmuch as membership in the local sections would be determined by membership in the Taylor Society, the local sections would merely have to establish nominal annual dues. The suggestion is that at the outset the dues be placed at ten dollars per annum for all except sustaining members, and that for sustaining members it be set at twenty-five dollars.

Meetings. The primary object of the meetings is to promote informal discussion of all matters of interest to the members. The suggestion is that meetings shall be preceded by informal dinners, following which, such papers as have been prepared for the meeting will be read and generally discussed. The plan is particularly advantageous where the meetings bring together representatives of industry from outlying sections, as they become more closely acquainted thru the informal dinners. Another advantage is that there is no expense involved for a meeting place, the papers being read and the discussion held in the dining room. The dinners, of course, would be paid for by all members and guests attending. (This explains why attendance should be limited to members and guests, as the Secretary would have to have notice in advance so as to know what arrangements to make.) The plan might, of course, be modified to permit non-members attending after the informal dinner, but this is a detail that would be worked out at a later date. It is further suggested that regular meetings be held monthly and that during the late spring, summer, and early fall months, meetings should be held at various industrial plants

where a thorough plant inspection could be made by members, the plan of organization explained and general discussion take place. This has been done successfully by other organizations and has been found to be of great value.

Specific Proposal. It is specifically proposed that the formation of a Central New York Section be undertaken with Syracuse as a hub and general meeting place. It is proposed that this organization embrace the territory of which Pulaski is the northern point, Utica the eastern point, Ithaca the southern point, and Geneva the western point. This would give a territory embraced by a radius of about fifty miles from Syracuse. The others sections of New York State would be left open for the organization of an Albany District, and a district centralized at Binghamton and embracing what is known as the southern tier of New York State, and the northern tier of Pennsylvania, as well as Rochester, Buffalo and Southwestern New York sections.

It is not proposed to specifically limit any section to a given territory as it is very possible that there are many instances where prevailing conditions are such that what might look like a logical arrangement would prove disadvantageous.

Advantages of Section Organization. Theoretically, at least, the organization of local sections would promote interest in the Taylor Society and materially increase its membership. Furthermore, many valuable papers will be presented and there should be an understanding that all written papers presented at regular sections meetings should be forwarded by the Secretary to the Managing Director of the Taylor Society for publication in the BULLETIN, if desired, and that if not published they will be returned to the writer of the paper, the Society waiving all rights. It is to be expected that much valuable data will be brought forth through the sectional meetings.

Conclusion. The primary object in organizing such groups should be the up-building and strengthening of the Taylor Society as a national organization, and nothing should be undertaken by local sections that would in any sense act adversely to the interests of the national organization.

All local section activities should be subject to laws established by the national organization for their guidance.

The foregoing is merely an outline of a plan, very general in its nature, and is submitted primarily with the idea of promoting consideration and discussion of the subject, to the end that the Taylor Society may

increase its membership, activities, and constructive value, through the creation of groups of members in all parts of the country.

III. THE NEW YORK SECTION

W. H. Leffingwell, Robert H. Wessmann and Francis Goodell, Committee

ORGANIZATION

This section was organized June 1, 1920, at a luncheon held at Keene's Chop House. A temporary committee was appointed to handle the affairs of the section until experience should indicate the nature of the desirable permanent organization. The permanent organization has not been effected.

A questionnaire sent out at the time of organization to members of the parent society resident in New York and the suburban towns yielded the following information: monthly meetings; on a Thursday evening; with dinner; to be a "forum for the discussion of management problems in their general aspects." At the first meeting it was decided that funds for printing, postage and other general expenses should be provided by the addition of sufficient amount to the cost of each dinner.

MEETINGS

Beginning in September, 1920, meetings have been held as follows: Sept. 16, John H. Williams, "Fundamental Principles of Scientific Management;" Oct. 21, H. K. Hathaway, "Establishment and Maintenance of Standard;" Nov. 18, William O. Lichtner, "Job Analysis and Time Study;" Dec. 16, Frank B. Gilbreth, "Central Planning and Control;" Jan. 20, 1921, Informal Social Meeting; Feb. 17, Harold M. Davis, "Records of Progress;" May 26, H. G. Cough, "Balance of Stores Methods;" June 16, Henry S. Dennison, "Personnel Relations under Scientific Management;" Sept. 15, Frank B. Gilbreth, "Micro-motion Study for Current Use;" Oct. 20, Harry A. Hopf, "Equalization of Salaries of Administrative Employees;" Dec. 15, George Soule, "A Joint Accounting Survey as a Basis for Wage Determination."

PROBLEMS OF A LOCAL SECTION

Two of the chief problems of a local section are, to determine what should be the *purpose* and what are its *opportunities*. It was thought that these questions were answered when the replies to a questionnaire were summarized at the time of organization of the New York Section. However, comments upon recent meetings, and letters received from members, have raised a doubt in the minds of the committee, whether or not the section is meeting the needs of the majority of the mem-