

things. When the worker has gotten all he can get he has no further interest in what follows. But when he has not all he can get, and when he knows that, when the whole thing is ended, at the right side of that equation there is still something for him, and that the more he puts in the more he will get out, then he will put it in.

HOWARD SCOTT:¹ A significant factor has been omitted in the report and in this discussion. The report is concerned with the evaluation of waste with respect to the business and technical methods of an enterprise. But it seems not to have inquired about the possible social waste in the existence of an enterprise.

If an industry has more establishments than is necessary to produce what society needs, would it not be substituting one form of waste for another to bring individual plants to one hundred per cent of efficiency?

¹ New York.

² Consulting Engineer, New York.

Our consumption of sugar is nearly 4,000,000 tons; our refineries have a capacity of some 8,000,000 tons; why bring them up to maximum efficiency? The Committee did not touch the problem of the elimination of waste due to the unnecessary existence of an establishment.

WALTER POLAKOV:² I should like to make an observation along the same line. The Committee made no inquiry as to what extent waste is due to economic conditions and to what extent it is due to ignorance of executives at the head of establishments. Let us turn to the future and make a fair assumption and ask ourselves a question. Let us assume that public opinion will be educated to the point of demanding elimination of waste. Suppose it is accomplished. Then what is going to happen to the price system? Will not dollars become as valuable as rubles? In plain words; is not waste necessary for maintenance of prices and existence of profits?

TWO facts, I think, stand out in this attempt to treat constructively our employer-employee problems. The first is the diversity with respect to these problems that exists between different industries. Certain principles are common to all, but in other respects the method of approach should be different for each industry. It cannot be too strongly emphasized that there is no formula. * * * The other fact that stands out is the important rôle that employing management plays in this constructive side of labor relations. The employer is, after all, the man who has got the administrative responsibility and thus the administrative power. Labor leaders, very properly, are selected more for their political than for their administrative ability. To use an analogy from the field of politics, they are in the position of the opposition party rather than in that of the responsible party. * * * We have said there is no formula, but if there were, it would seem to be this: that employers give as much time and thought to these personnel problems as they give to physical problems—as much time to morale as they give to mechanics. (Sam A. Lewisohn in "Constructive Experiments in Industrial

Cooperation between Employers and Employees," pp. 2 and 3, published by Academy of Political Science in the City of New York).

A MEMBER of the Society sends us the following interesting letter which he has recently received:

Dear Mr. _____

Referring to your letter of February twenty-seventh.

It is like heaping coals of fire on my head to give me Mr. Taylor's books.

I was one of those who years ago ridiculed some of Mr. Taylor's theories.

Now when I have had it knocked into me that he was right and want to study his thoughts I am presented with his books.

I thank you for them and assure you I will make use of them.

With sincere regards, I remain

Yours very truly,

THE annual meetings of the Taylor Society always furnish a striking contrast to many similar meetings in the real value of the material presented, in its originality and in its immediate application to industrial problems. (From "The Human Side," Feb. 1922, p. 9; published by A. M. Collins Mfg. Co., Philadelphia).

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A SOCIETY TO PROMOTE THE SCIENCE AND THE
ART OF ADMINISTRATION AND OF MANAGEMENT

MILLS AND MINDS, by Arthur Pound

BUDGET CONTROL, by George E. Frazer

SUPERSTANDARDS, by F. B. and L. M. Gilbreth

SALES RESEARCH, by John M. Holcombe, Jr.

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