

agement's relations with the individual worker. The individual worker realizes his helplessness in modern industry today and no matter how attractive his job may be made, he always has the feeling that he is at the mercy of his employer and that if for any reason the employer desires to make a change, either in wages or working conditions, he can do it with or without the consent of the individual. This is a condition that to my mind prohibits that degree of mutual confidence so necessary in order to get the best results.

I read with the keenest interest Mr. Farquhar's observation towards the close of his paper concerning the relationship of scientific management with organized labor and I sincerely hope his suggestions will be accepted by his associates; I feel confident such a policy would be welcomed by organized labor. For organized labor wants to cooperate with employers for the benefit of industry as a whole and we welcome any plan that will bring about this condition and minimize the possibility of industrial strife.

ROBERT FECHNER¹

News of the Sections

THE New England Section held a special joint meeting with the Industrial Relations Department of the Associated Industries of Massachusetts March 19 at Hotel Brunswick, Boston. The subject for discussion was "Reducing Costs and Increasing Output through Analysis of the Job."

T. A. Smythe of the Dennison Manufacturing Company presided at the round table conference in the afternoon, at which several business managers explained what they had done to increase production and decrease costs through careful analysis of detailed operations and through standardization of equipment and of methods of performing work.

At the end of this series Frank B. Gilbreth explained briefly the reason why he feels that the stop watch is entirely too crude for scientific motion study and emphasized the accuracy and permanence of the motion picture camera for this purpose.

After dinner W. O. Lichtner, in speaking upon "Integral Analysis of Manufacturing Processes" described the methods used in eliminating lost motion and perfecting and standardizing new methods in several different instances, emphasizing the necessity

¹General Executive Board, International Association of Machinists, Boston, Mass.

of analyzing each operation in accordance with what precedes and what follows it. Then Mr. Gilbreth again criticized uses of the stop watch and illustrated in a more detailed manner the objects and methods of micro-motion study.

The Chicago Section held a dinner meeting at the City Club, March 27. Charles R. Simmons of Bruner & Simmons, Inc., was elected Secretary-Treasurer in place of the late Fred L. Ham. The program committee, M. R. May, Richard McClure and William B. Ricketts was announced.

The address of the evening on "Scientific Management in the Sales Department" was given by W. R. Williamson, Consulting Engineer in Management. He introduced his subject by a general discussion of Taylor's four principles, and the Taylor Society Report on Sales Engineering. He then illustrated methods which have been used in practice for rating the efficiency of salesmen. Jess H. Wilson of the Princess Pat laboratories and William P. Simmons, Sales Manager, the Workman Manufacturing Co., followed with a brief discussion of Mr. Williamson's methods. The meeting was then thrown open for general discussion and numerous speakers argued for or against the universal adoption of Mr. Williamson's interpretation of Taylor methods, as applied to salesmen.

On Friday evening, March 28, the Central New York Section held its regular monthly meeting at the Yates Hotel, Syracuse, N. Y. Fifty-one sat down to the informal dinner at 6:30, and at 7:45 H. L. Boyle, President of the Educational Exhibition Sales Company of New York City, started his stereopticon lecture on the preparation, interpretation and use of graphic charts. Mr. Boyle's lecture lasted for better than two hours, and gave very detailed information with regard to practically every kind of graphic chart used. He showed when and where the ratio or logarithmic chart should be used. He gave voluminous data on the Z chart; on river or spread charts; bar charts, etc. A very lucid explanation of the Gantt chart and its outstanding advantages was given; and many forms of string, ribbon, block and card control boards were illustrated and explained.

The New York Southern Tier Section on March 12 heard Clarence K. Stewart, President of the New Method Varnish Co., of Elmira, on "Reducing the Sales Force Turnover."

Prague International Management Congress July 21-24, 1924

THE following program has been arranged for American participation in the first International Management Congress to be held in Prague, Czechoslovakia, July 21-24, 1924.

Monday, July 21—Forenoon

Scientific Management

Nature; principles; objectives; achievements, industrial and other; tendencies and outlook; international importance.

Monday, July 21—Afternoon

The Human Element in Scientific Management

Individual relations emphasized; psychology; research, psychological and physiological; job analysis; scope and phases of personnel work.

Industrial Relations in Scientific Management

Group relations emphasized; wage systems; consent; participation in management; profit sharing; participation in ownership.

Tuesday, July 22—Forenoon

General Budget Control of Operations

Analysis of business conditions and tendencies; market analysis; coordinated sales, production and financial programs.

Wednesday, July 23—Forenoon

Sales Management

Principles and methods of planning and controlling operations.

Wednesday, July 23—Afternoon

Management in the Coal Industry

Present management; problems; proposed improvements in management.

Management of Transportation (Railways particularly)

Equipment, maintenance and operating methods; morale.

Thursday, July 24—Forenoon

City and State Management

"De-politization"; managing the city as an economic unit; city manager; tendencies in organizing the state as a business unit.

Management in the Federal Government

Tendencies towards reasonable reform; scientific investigation; management of national resources; aids to commerce and industry.

Thursday, July 24—Afternoon

Vocational Education

Advanced and Specialized Education for Commerce and Business Administration

Education for the Profession of Engineering

On April 9, Claude T. Yates, Purchasing Agent of the Corona Typewriter Co., Inc. and past president of the Central New York Purchasing Agents' Association, presented "One View of the Qualifications of a Purchasing Agent." The meeting had a good attendance of representative men and a very interesting discussion followed the reading of the paper.

In connection with the annual meeting of the same date, the following officers were elected for the coming year: Chairman—Frank A. Hatch, Vice President and General Manager of the Shepard Electric Crane & Hoist Company, Montour Falls, N. Y.; Vice-Chairman—Earl G. Crooks, Head of Methods and Time Study, Willys-Morrow Co., Elmira, N. Y.; Secretary and Treasurer—Edgar D. Sebring, Personnel Manager, Corona Typewriter Co., Inc., Groton, N. Y.; Directors—the three above named; and last year's chairman, Howard G. Benedict, Industrial Engineer, Hornell, N. Y.; J. Carrol Kennedy, Kennedy Valve Mfg. Co., Elmira, N. Y.; J. Herbert Brautigam, American La France Fire Engine Co., Elmira, N. Y.; O. W. Hilbert, Corning Glass Works, Corning, N. Y.

A paper on "The Interdependence of the Departments of a Plant" by Mr. Killinger, General Manager of the Willys-Morrow Company at Elmira, is planned for the meeting, May 12.

The March meeting of the Cleveland section was held Friday, March 21, at the Engineering Society headquarters in the Winton Hotel. Whiting Williams, author and consultant in labor relations, spoke on "Scientific Management and Personnel Interests."

Mr. Williams due to his unusual experience first as executive and then as a laborer was in a position to give a clear picture of the general discontent which prevails when management fails to assume its responsibility—the worker's lack of pride and interest in his job, his inclination to soldier where no incentives are offered, the increase of discontent when management harps about the worker's responsibility for turning out good quality, but does not provide good tools and proper working conditions—and of management's responsibility in providing personnel work at the important point of contact, the job.

The April 28 meeting considers the subject "Scientific Set Quotas—their Aid to Manufacture and Sales," and the May 26 meeting is a summary of the season's meetings. H. S. Person, Managing Director of the Taylor Society, is scheduled to speak at this final meeting.