

that are so absolutely lazy that they won't haul a coal wagon. And in the same way among every class of workmen we have some balky workmen—I do not mean men who are unable to do the work, but men who, physically well able to work, are simply lazy, and who through no amount of teaching and instructing and through no amount of kindly treatment, can be brought into the "first-class." That is the man whom I call "second-class." They have the physical possibility of being "first-class," but they obstinately refuse to do so.

Now, Mr. Chairman, I am ready to answer your question, having clearly in mind that I have these two types of "second-class" men in view; the one which is physically able to do the work, but who refuses to do it—and the other who is not physically or mentally fitted to do that particular kind of work, or who has not the mental caliber for this particular job. These are the two types of "second-class men."

The Chairman. Then, how does scientific management propose to take care of men who are not "first-class" men in any particular line of work?

Mr. Taylor. I give it up.

The Chairman. Scientific management has no place for such men?

Mr. Taylor. Scientific management has no place for a bird that can sing and won't sing.

The Chairman. I am not speaking about birds at all.

Mr. Taylor. No man who can work and won't work has any place under scientific management.

The Chairman. It is not a question of a man who can work and won't work; it is a question of a man who is not a "first-class" man in any one particular line, according to your own definition.

Mr. Taylor. I do not know of any such line of work. For each man some line can be found in which he is first class. There is work for each type of man, just, as for instance, there is work for the dray horse and work for the trotting horse, and each of these types is "first-class" for his particular kind of work. There is no one kind of work, however, that suits all types of men.

The Chairman. We are not in this particu-

lar investigation dealing with horses nor singing birds, but we are dealing with men who are a part of society and for whose benefit society is organized; and what I wanted to get at is whether or not your scientific management had any place whatever for a man who was not able to meet your own definition of what constitutes a "first-class" workman.

Mr. Taylor. Exactly. There is no place for a man who can work and won't work.

The Chairman. It is not a question of a man who can work and won't work; it is a question of a man who doesn't meet your definition of "first-class" workmen. What place have you for such men?

Mr. Taylor. I believe the only man who does not come under "first-class" as I have defined it, is the man who can work and won't work. I have tried to make it clear that for each type of workman some job can be found at which he is "first-class," with the exception of those men who are perfectly well able to do the job, but won't do it.

The Chairman. Do you mean to tell the committee that society is so well balanced that it just provides the proper number of individuals who are well fitted to a particular line of work to furnish society with the products of that line of work?

Mr. Taylor. Certainly not, Mr. Chairman. There is not a fine balance in society. It is sometimes difficult to find jobs right near home for which men are well suited, that is, for which they are "first-class." There is an immense shortage of men, however, who are needed to do the higher classes of work. There always has been and always will be, an immense shortage near the top. It is not so great down below, but at the top there is an immense shortage of "first-class" men, so that there is plenty of room for men to move up.

The Chairman. If society does not produce an equal balance in all the lines of production of "first-class" men, must there not of necessity be some men who are not "first-class" in any particular line of work where they can secure employment?

Mr. Taylor. I do not think there is any man, as far as I know, who is physically fitted for work, who in this country has to go without

work in ordinary times. I do not know of this case except in very dull times.

The Chairman. Is it not true and generally recognized by statisticians, that there are at all times from 1,000,000 to 4,000,000 workmen in the United States who are willing to work but unable to secure it?

Mr. Taylor. I do not believe that is true in busy times at all. There are many times, however, in which men cannot secure the exact work which they want right close to where they live.

The Chairman. Is it not true in times generally?

Mr. Taylor. I am not familiar with the statistics; it is merely an impression on my part, and from the difficulty I have had personally in getting men I should say that it was not true. I can point to a company right now, in Connecticut, the owner of which told me that all through these dull times he had had employment for 25 per cent more people than he could get.

The Chairman. This 25 per cent would be people well suited to that particular line of work, I take it?

Mr. Taylor. It is the American Pin Company. I only went through there once, and I do not know the type of the men that he wanted well enough to judge what was in his mind, but that was his difficulty.

The Chairman. Is it not true that today there is a shortage of men, and that there frequently is a shortage of men for the higher skilled trades, while at the same time men who have not acquired that skill are unable to find employment?

Mr. Taylor. I think there is a shortage of men for the very high classes of work in the dulllest of dull times, but not that same shortage of men in the very elementary kinds of work, in dull times. I think that is right, Mr. Chairman. I think that I catch your point, Mr. Chairman—that working people frequently suffer because they are unable to find the particular kind of work that they want and I agree with you in this. We who are engaged in creative industries—the industries in which you and I have worked during our lives—fail to realize the fact that those men who are in creative in-

dustries are a small minority of the whole community. Perhaps 17 per cent (I think, I am right) of the people of the country are in what may be called creative industries.

Now, there is a very large outside field of work for people to go into, and in this outside field it is an undoubted fact that the selection of workmen and that the training of workmen is not nearly as accurate as it is in the industrial field. You will realize that in domestic employment and in the farm work, and in the ordinary work of sweeping the streets of the cities, for instance, the ordinary work that goes on largely in an isolated way all over the country—that the same careful selection of workmen is not made as occurs in the industrial field. The same study of workmen is not made in those occupations as in the trades at which you and I have worked.

Now, when dull times come, in some one or more of the creative industries, and men who have learned a trade are thereby temporarily thrown out of work, there is no doubt that these men suffer hardship. They are very loathe to work at anything else than their trade and many of them will suffer a good deal before they turn to employment in the great field that I have spoken of, which is outside of the creative industries. In some part of this field, there is practically at all times a demand for men which is not supplied, but this demand is often at a distance from the man who is out of work, and the man out of a job does not know of its existence. In making this readjustment there is undoubtedly suffering.

There is the other class of men whom I have spoken of who suffers (and I think properly suffers), namely, the man who can work but refuses to do a proper day's work.

If I gather rightly you have in mind both of these classes of men. Sooner or later this second class of man who can work but deliberately refuses to do what the world recognizes as a fair day's work (the man of the type of the great big dray horse who refuses to haul anything heavier than a grocery wagon, for illustration), that type of man sooner or later drifts out into that class of work in which his daily task is not accurately measured by the men around him; in which the difference between