

## Objects of the Taylor Society Incorporated

The objects of this Society are, through research, discussion, publication and other appropriate means:

1. To secure—for the common benefit of the community, the worker, the manager and the employer—understanding and intelligent direction of the principles of administration and management which govern organized effort for accomplishing industrial and other social purposes.
2. To secure the gradual elimination of unnecessary effort and of unduly burdensome toil in the accomplishment of the work of the world.
3. To promote the scientific study and teaching of the principles governing organized effort, and of the mechanisms of their adaptations and application under varying and changing conditions.
4. To promote general recognition of the fact that the evaluation and application of these principles and mechanisms are the mutual concern of the community, the worker, the manager and the employer.
5. To inspire in labor, manager and employer a constant adherence to the highest ethical conception of their individual and collective responsibility.

## Membership

The membership of the Society comprises Members, Junior Members, Honorary Members, Life Members, Firm Members, Contributing Members and Student Associates. Application for membership should be made on a regular form which may be secured from the Society. New members may be elected directly to the grades marked\*.

1. **\*Member:** An individual interested in the development of the science and the art of management as engineer, executive, operative, scientist, investigator or teacher. Minimum age 28. Initiation Fee, \$15. Annual dues including subscription to the Bulletin, \$20.
2. **\*Junior Member:** A younger member. A Junior Member may become a Member without payment of additional initiation fee at 28 years of age and must change to Member at 30 years. Initiation Fee, \$5. Annual dues including subscription to the Bulletin, \$10.  
For any of the above grades a person engaged in educational work, state service, government service or the service of any other non-commercial enterprise of an eleemosynary nature shall pay one-half the initiation fee and one-half the annual dues of the grade to which elected.
3. **Honorary Member:** A member elected by the Board of Directors for exceptionally distinguished service in the advancement of the science and the art of management.
4. **\*Life Member:** Any Member who has prepaid all dues by the payment of \$500.
5. **\*Firm Member:** A firm or organization interested in the advancement of the science and the art of management which desires to make the service of the Society available to members of its organization. A firm member designates two representatives (who may be changed from time to time at the organization's discretion) who have all the rights and privileges of membership except the right to vote and to hold office. Annual dues, including two subscriptions to the Bulletin, \$40.
6. **\*Contributing Member:** Any individual, firm or organization desiring to promote the work of the Society by an annual contribution of \$100 or more. A contributing member has all the privileges of personal or firm membership, as the case may be, including one subscription to the Bulletin for each \$20 contributed.
7. **\*Student Associate:** A regularly enrolled student of management in any school of engineering, business administration, commerce or arts, of collegiate rank, or a graduate of such institution who has applied for membership not later than one year after graduation, elected upon recommendation of the instructor in charge of management courses. A Student Associate may become a Junior Member, without payment of initiation fee, any time after graduation and must become a Junior Member at the age of 25. Annual dues including subscription to the Bulletin, \$3.

All dues are payable in advance, either annually or in semi-annual instalments. The fiscal year is November 1 to October 31. Members elected other than at the beginning of the fiscal year are charged pro rata (quarterly) for the first year.

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## Comment

IN THIS issue two additional major papers of the December Meeting are given permanent record. Mr. Hull's paper presents a new technique of selection of candidates for sub-executive positions. It is not offered as a substitute for aptitude tests, performance tests and performance records, but as a supplement to these. One of the most fundamental factors bearing upon the success of an individual is personality. It is also the most difficult to discover and appraise. Mr. Hull presents what is essentially a technique of analysis of long-run conduct for the purpose of uncovering basic personality. The reader will be interested in this paper in the proportion that he recognizes the importance of personality as one of the fundamental factors of success.

THE other paper, by Mr. Reed, is a description of scientific management cost accounting in one of the most difficult of cost accounting industries—that of public utilities. Cost accounting in scientific management aims to furnish data in terms of management operation units continuously and promptly—promptly enough to permit control of the operations in the light of the facts disclosed by the cost records, whereas conventional cost accounting yields only historical records of past costs too late for use in management control. We are pleased to put this particular case on record principally because readers who recognize how difficult it is to apply precise accounting to the industry concerned will take heart in their struggles to develop similar accounting methods in other industries in which it is much less difficult.

WE ARE, on the outside book cover of this issue, making the first public announcement of the Taylor Society book, "Scientific Management in American Industry" and a very generous republication offer by the publishers of the book, available to members and subscribers to the BULLETIN. In this issue are printed also two specimen chapters of the book.

The preparation of this volume was stimulated by frequent demands for our recommendation of a comprehensive treatise on scientific management. There is no such comprehensive treatise. The Taylor, Gantt and Gilbreth classics were not comprehensive treatises. Neither was the excellent