

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

NOTWITHSTANDING the very considerable literature on wage systems, we doubt whether there is general clear understanding of basic differences between the more important incentive methods of payment. The lecture which Colonel Hathaway delivered in Japan, printed in this issue, should help to a clear understanding of the differences, and particularly of the Gantt task and bonus system.

AMONG the classics of scientific management is the testimony before the Special Committee of the House of Representatives in 1911-12. This testimony has not been available to most of our readers because the report of the hearings was limited and exhausted soon after publication. The editor recalls that not more than two years after the hearings it took more than a year of inquiry before he was able to procure a copy. A few years ago we reprinted the Taylor testimony in the BULLETIN. We now have the pleasure of making that of Mr. Barth available. It is both informing and sparkling with the vivid personality of its author.

AMONG the discussions of unemployment after middle age, at a meeting of the Boston section of the Society, recorded in abstract in this issue, is one of the most important suggestions which has come to our attention. It is the suggestion of Elliott Smith, formerly with the Dennison Manufacturing Company, now Professor of Industrial Engineering at Yale University, that unemployment of older workers is not likely to be a characteristic of progressive firms continually improving their methods by small increments, but is likely to be a characteristic of industries which are conservative, which resist continuing mild pressure for improvement, and then in response to severe industrial conditions, like a dam bursting under severe pressure, make sudden and far-reaching changes. This suggestion checks with our empirical judgment and, we believe, offers an admirable subject for intensive research. If such a research sustains the generalization, then a way to avoidance of future similar unemployment becomes clear—a more general practice in industry of keeping facilities and methods of management up to date.