

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.

JAN 10 1931

JAN 16 1931

©CLB 99806

BULLETIN OF THE TAYLOR SOCIETY

AN INTERNATIONAL SOCIETY TO PROMOTE THE SCIENCE
AND THE ART OF ADMINISTRATION AND OF MANAGEMENT
Published by the Taylor Society Incorporated at
Engineering Societies Building
29 West Thirty-Ninth St., New York

Cable address: Taysoc

The BULLETIN OF THE TAYLOR SOCIETY is included in the indexing of the Industrial Arts Index which is obtainable at Public Libraries.
The reprint of extracts up to 50 per cent of the whole of any article herein is authorized, provided the source is mentioned. In return the Society appreciates complimentary copies of the publications containing such reprints. Permission to reprint more than 50 per cent must be arranged through the office of the Society.

Copyrighted 1930, by the Taylor Society Incorporated.
Published every other month. Per year to Members \$2.50; to others \$3.00. This issue \$75.

Entered as second-class matter, Dec. 17, 1921, at the Post Office at New York, N. Y., under the Act of March 3, 1879.

Vol. XV DECEMBER, 1930 No. 6

Contents

Comment	253
Technological Unemployment	254
By Paul H. Douglas	
Discussion by Elizabeth F. Baker,	
Sumner H. Slichter, Leonard Kuvin,	
Henry P. Kendall, Mr. Leffler.	
Annual Business Meeting	270
Maintenance of Standards	271
By Victor S. Karabasz	
Discussion by Henry Post Dutton,	
Perry A. Fellows, Albion N. Doe,	
King Hathaway, C. W. F. O'Connor,	
Morris L. Cooke, G. E. Schulz,	
Hudson B. Hastings.	
The National Committee for Time Study in Germany	286
By Oscar Knoop	
A New Honorary Member	288
Major-General William Crozier	
Dedicatory Remarks	288
By the Rev. William L. Sullivan	
News of the Sections	289
Reviews	289

SPRING MEETING

Philadelphia, Pa.

April 30, May 1, 1931

Planning in Various Areas of Responsibility

Comment

IT IS the experience of those concerned with conventions that they ask themselves after an unusually successful one how they can ever succeed in organizing another which is as good. That was our feeling a year ago. Yet the recent convention of December, 1930, appears to have been the most satisfactory of all. The registered attendance was over 600 and voluntary expressions of satisfaction more numerous than ever before.

BECAUSE the material was readiest for publication, we give our readers in this issue the paper of Dr. Douglas on Technological Unemployment and that of Dr. Karabasz on Maintenance of Standards. This makes a good balance, for the one is concerned primarily with facilities and methods, the other with managerial policy. The problem of maintenance of standards is not new, but it is important that there be continuous attention to the subject, for maintenance of standards lies at the very heart of scientific management and is generally very inadequate. Therefore Dr. Karabasz' paper should receive studious attention.

DR. DOUGLAS' paper presents a technique for measuring the variability of industries and their susceptibility to variation in employment. It is something new, the statistical computations limited, and the technique needs validation; yet it was evident that the audience believed that Dr. Douglas had "started something," for we had never observed an audience, not composed of statisticians, which listened with such marked interest to a mathematical paper. It was evident that the audience believed in measurement, and was willing to applaud an effort to measure phenomena heretofore assumed to be immeasurable.

THE papers (and discussions of the other sessions will appear in following issues of the BULLETIN: the discussions of elimination of distribution waste; of balance sheets of management to supplement financial statements; of the industrial code in process of formulation by a committee of the Society—already appraised as "a landmark in American industrial history"; of the proposition that business organization and technological organization have got so out of gear that some form of voluntary self-government in industry is necessary to bring them into harmony; and other subjects.