

Bulletin of The Society to Promote the Science of Management

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OFFICERS OF THE SOCIETY

- President* (1915) Harlow S. Person, Hanover, N. H.
Vice-President (1915) Morris L. Cooke, City Hall, Philadelphia, Pa.
Vice-President (1916) Charles Day, 611 Chestnut St., Philadelphia, Pa.
Secretary (1915) Henry W. Shelton, 35 College St., Hanover, N. H.
Treasurer (1915) H. K. Hathaway, 18th and Hamilton Sts., Philadelphia, Pa.

MEMBERS OF THE GOVERNING BOARD

- All the officers, *ex-officio*.
Arthur E. Barter (1915), Norwood, Mass.
Sanford E. Thompson (1916), Newton Highlands, Mass.

NEW MEMBERS

The following were elected to membership in the Society, October 23:

Members

- Eugene L. Folsom, Superintendent of Statistics, Waltham Watch Co., 101 Washington Ave., Waltham, Mass.
Keppeler Hall, Engineer, Eastern Manufacturing Company, Bangor, Maine.
J. E. Otterson, General Superintendent, Winchester Repeating Arms Company, New Haven, Conn.
Walter N. Polakov, Consulting Engineer, Stamford, Conn.
Robert B. Wolf, Manager of Manufacturing, Burgess Sulphite Fibre Company, 128 Prospect St., Berlin, N. H.

Associate Members.

- Mason T. Adams, Vice-President, Seth Thomas Clock Company, Thomaston, Conn.
Fred R. Ayer, Manager, Eastern Manufacturing Company, Bangor, Maine.
F. F. Beall, Vice-President in charge of Manufacturing, Packard Motor Company, Detroit, Mich.
Joseph A. Carlin, Registrar, Bureau of Water, City of Philadelphia, 634 So. Yewdall St., Philadelphia, Pa.
William H. Eaton, Treasurer and Manager, Eaton Crane & Pike Company, Pittsfield, Mass.
Arthur Robert Zachert, Chief of Production Department, Babcock & Wilcox Company, Bayonne, N. J.

Junior Members

- H. A. Bartholomaci, Balance Clerk, Eastern Manufacturing Company, 5 Broadway, Bangor, Maine.
John Harris Scoville, Production Engineer, Aberthaw Construction Company, 8 Beacon St., Boston, Mass.

OCTOBER MEETING

Memorial Meeting.

The meeting held in memory of Frederick W. Taylor in Houston Hall, University of Pennsylvania, Friday evening, October 22, was called by one of our distinguished guests "the high water mark of memorial gatherings." This phrase perhaps expresses the combination of dignity, earnestness, and warm feeling which marked the occasion. The assembled members and guests, who occupied every seat and were even standing in the aisles, listened with sometimes breathless intensity to the appreciations delivered by those on the platform.

The Provost of the University of Pennsylvania as host of the evening expressed the satisfaction the University felt in having recognized Mr. Taylor and honored him with a doctor's degree. He quoted at length from Mr. Taylor's address at the time, in which Mr. Taylor showed his grasp of one of the most acute problems in the life of the undergraduate student, i. e., the laxness of discipline and lack of training for thoroughgoing, responsible work. He contrasted an allowance of sixty unexcused absences in the college year without penalty with the fact that three such absences of an employee in business would be sufficient cause for dismissal. Mr. Taylor took the point of view that the undergraduate student should in some way be taught such good habits of application and responsibility as would stand him in good stead when he had to win his way later in the business world.

President Person, who presided, showed that scholars were interested in Mr. Taylor because he carried into the study of business problems the scientific method of the university-research worker. He then introduced Mayor Blankenburg of Philadelphia.

The Mayor paid a glowing personal tribute to Mr. Taylor and told of his great assistance in the cause of good government in Philadelphia, first by advice and second by recommending the present Director of Public Works when he himself was unable to accept the position. Mayor Blankenburg read extracts from the appreciations sent by Charles de Fremenville of Paris and Prof. A. Wallichs of Aix-la-Chapelle. President Person then read a letter from Prof. J. J. Sederholm, University of Helsingfors, Finland, and then introduced Colonel Vignal, Military Attache of the French Embassy at Washington, who had been especially designated to represent the French government at this meeting. It was a pleasure to listen to Colonel Vignal himself read the appreciation of Mr. Taylor from M. Henri le Chatelier of the Institute of France.

Quite as fully appreciated by the audience as the tribute of Mayor Blankenburg were the personal reminiscences which were now given by those who had worked with Mr. Taylor the longest and were among those who knew him the best. Mr. Carl G. Barth brought out vividly some of the strong points of Mr. Taylor's character as il-

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a statement before the Commission, in which, among other things he said:

"With the advent of the new science of management has come the next great opportunity of increasing labor's share in the production, and it seems to me, therefore, of the utmost importance, not only that the science should be developed and should be applied as far as possible, but that it should be applied in cooperation with the representatives of Organized Labor, in order that labor may now, in this new movement, get its proper share.
* * * * *

"I take it that in order to accomplish this result it is absolutely essential that the unions should be represented in the process
* * * * *

When labor is given such a representation I am unable to find anything in scientific management which is not strictly in accord with the interests of labor, because it is nothing more than fair, through the application of these methods which have been pursued in other branches of science, to find out the best and the most effective way of accomplishing the result."

Necessity for the Organization of Labor.

I wish to say now, as I have said several times in other places, in talking of these questions, that I approve of the organization of labor. I do not think that, in our imperfect human relations, anyone is in a position to secure for himself consideration, or even justice, unless he has some power. For persons of small individual influence, such as the great class of employees in general, the only way in which power can be secured is through combination, by organization for common action; and if I belonged to that class I would surely join such an organization. That such organizations oftentimes advocate methods and principles which I believe to be wrong offers no more reason for condemnation of the existence of organizations than does the advocacy of a wrong economic principle by a political party afford a good argument for the abolition of party government. Political parties have oftentimes pursued queer ends, and at times have fallen under the control of sets of people who deserve the opprobrium which goes with the name of political boss; and the same thing may happen with a labor organization. In a right-thinking community these things will ultimately correct themselves through their results, and if correction sometimes seems to be a long way ahead, no better method has thus far been supplied for regulating the affairs of the human collections who are interested.

Summary of Objections.

To sum up, there are two objections to scientific management which seem to be inherent in human nature, and which must be endured until a remedy can be found for them. These are, a certain inequality of opportunity; and the requirement that sums paid shall be definitely earned. We do not like inequality of opportunity, even if the inequality is such as not to set us back, but only affords a chance of advancement to our neighbor which does not come to us. We do not care to confess that we do not like to see our neighbor get something which we can not get, but speaking as human beings, we do not like it, unless it is offset by something to our own advantage. And we all find it more comfortable to have our compensation assured irrespective of our merits, and the return which we make for it left to our own sense of duty. I do not know of any cure for these objections to scientific management.

But the objections of Organized Labor are more easily met. Those which they avow are, the threat involved to

the skilled trades, which amounts to hostility upon the part of the aristocracy of labor to the interests of the democracy of labor—which I have already dealt with at sufficient length; and the charge of over-work, of which I have admitted the possibility, in connection with scientific management, as well as in connection with all other systems of employment of labor, but of the existence of which I have challenged proof in any individual case in an arsenal of the Ordnance Department. An objection which has not been avowed by Organized Labor, but of whose presence evidence every now and then crops out, is the threat of scientific management to the labor unions as they are now conducted under their leaders, which is raised by the inducement to the workman to tie up with the system which does more for him than his union does; and still another, unavowed, is the hostility of Organized Labor to the increase of productivity of the individual. There is so much evidence of this last that I need not take up your time with proofs, but it is something for the world to refuse to tolerate, and to set its face against like flint. It has threatened the industrial supremacy of a great nation like England, and at the present time it is threatening its success in a desperate war. It would lessen the advantages of civilization, all of which have been well said by Mr. Taylor to depend upon the increased productivity of the civilized man over that of the savage. It rests upon the fallacy that more work done by one man must involve less opportunity for the employment of another; and upon ignorance of the fact that there is work for all of the people in the world as long as everybody does not have everything he wants. Non-employment results from bad economic administration, and not from any excess of productivity.

The assault upon scientific management in the government service will undoubtedly be renewed at the coming session of the Congress. The forces of Organized Labor are prepared for it, and their initial though insignificant victory at the last session indicates that, unless some other class of interested citizens shall put themselves on the other side, they will win a substantial victory in the next contest. The meaning to the industries of the country of the expulsion from the government service of the features of scientific management which contribute so much to the mutual advantage of employer and employee, is best understood by the industries themselves. It is my province to report the facts. Congress will act in accordance with the power of the impression which is made upon it of the wishes of the constituencies of its members.

It has been more than once represented to me that I have increased the difficulty of maintaining scientific management in the Ordnance Department by calling it the "Taylor System", and that I would have less difficulty if I should suppress this name, which is declared to be anathema to Organized Labor. I have not cared to do this. I regard Mr. Taylor as the father of scientific management, without intending to detract from the credit of its able apostles. We have employed Mr. Taylor's system, installed with the aid of an expert designated by him, and in its actual practice we have had a fair measure of the success which he promised. We hope we are not through with improvement and with the attainment of further success. I believe that the credit which is due to the founder of the system should be rendered by using his name in connection with the employment of it, and I am unwilling to render the task of employing scientific management in the arsenals of the Ordnance Department more easy of accomplishment through disassociation from it of the name of the great man to whom it is due, whose untimely death we so deeply lament.