

the application of the acceptable candidate. The effort of the office should be to build up such good will for the Society as to promote the member's efforts. Just as by advertising quality and service, the manufacturer of an automobile creates in many individuals a susceptibility or desire for his product, so by the conduct of the affairs of this Society the directorate should create a susceptibility or desire for membership. Likewise, just as the agent for the automobile comes into intimate contact with and sells to the purchaser, so each member of this Society must make the contact with the prospective member and inspire the application. Every member is a special field representative of the Society.

THE MANAGING DIRECTOR'S JACKETS

THESE are not articles of clothing nor are they the property of the Managing Director. They are valuable mechanisms of management and belong to the membership of the Society. They are merely in the custody of the Managing Director as agent of the members. And they are encumbrances, occupying valuable space, unless used by the members and by them given the power to function. We refer of course to the folders which are ready to receive, classify and house, for study by the Board of Directors, the great number and variety of suggestions regarding the activities of the Society, which must be submitted by the members if the Society is to be a live, influential, democratic institution.

The establishment of an office and of a paid and responsible manager under a directorate should enable the Society to accomplish more and to have more influence. But what the manager and directorate can accomplish unsupported by the members is insignificant compared with what can be accomplished by the full support of the membership. Full support of the members means something more than the payment of dues, attendance at meetings and an occasional dropping in at the office. It means, in addition to such things, a constant flow into the office of suggestions and constructive criticism. In some such way only can the activity of the Society become an expression of the desires of its members and be made truly to serve them and to serve society. From among these suggestions will come the "big idea," which when acted upon will constitute the big service of this society, not merely to its members, but to industrial citizenship.

The number of jackets which the Managing Director is to have is not fixed. That will depend upon the volume and particularly the range of the suggestions and criticisms which are submitted. Therefore no member should hesitate to assume his responsibility in this connection, for fear there will not be a jacket for any one of his suggestions.

Several jackets are already prepared and are awaiting use. The following labels, not exhaustive, are indicative of what is desired. Bulletin: articles for; Bulletin: format of; Education: cooperation in; Employment; Experiments; Industrial Relations; Investigations; Lecturers; Meetings: programs; Meetings: speakers; Members: new; Practice: ethics of.

Most of these labels are self-explanatory. Two perhaps require special comment. What suggestions are desired for the jacket Lectures? One means by which the Society hopes to promote its general plan of education is the providing, upon request, of speakers on scientific management or on special phases of management for industrial associations and for educational institutions. Every member is expected to cooperate by suggesting the names of persons who in his judgment would make suitable speakers and the phases of management in which they are respectively particularly informed. Every member is expected also to volunteer for such service, and to put himself at the disposal of the Managing Director for that purpose for one, or two or even three times each year. In that way the Managing Director can schedule speakers, on request, according to the following variables: the phase of management on which a talk is desired; the speakers available for talks on the desired phase of the subject; the place where the talk is to be given; the residences of available speakers.

The jacket Practice: ethics of, should receive the especial support of the members of the Taylor Society. One of the objects of the Society is to "inspire in labor, manager and employer a constant adherence to the highest ethical conception of their individual and collective social responsibility." To that end there must be developed a code of practice. No satisfactory code or even creed now exists. The statement which is printed on the inside back cover of this Bulletin is tentative only. It must be perfected and on it as a base must be reared a superstructure which shall be a reasonable, workable code of practice. Let this Society be the first to formulate such a creed and such a code! Let every member participate by

suggestions, and particularly by submitting for consideration cases of questionable and of meritorious practice which have come to his attention. Let the creed and the code be generalizations derived from cases, and not snatched out of the air.

THE NEW DAY

WE have victoriously concluded a war in which practically all the peoples of the modern world have taken part. This war has been avowedly fought to decide whether democracy or autocracy should prevail, and the forces purporting to be the advocates and defenders of democracy have won a complete military victory. The price of this victory has been upwards of seven million human lives, as many more maimed human bodies, an expenditure of so many billions of dollars that one cannot really comprehend the figures, devastated lands, ruined homes and broken families. Hell indeed broke loose and civilization was on the verge of destruction.

The peoples of the world have paid this mighty price—victors and vanquished alike. The mighty and the weak, the rich and the poor have contributed to the full, and the peoples of the world are now demanding a return on this investment of human life and wealth. They are asking for a new state of society which will assure them of Peace and the fruits of Liberty and they are insisting upon a definition of their rights. Upon this definition the fate of the world may well be said to hang.

Certain it is that the old order has passed never to return and that a new day is here. He is indeed a foolish man who deludes himself into believing that the present unrest will subside and that after a time we will go back to the same conditions that existed before the war. He is a wiser man who squarely faces the issue and devotes his ability and efforts to assisting in working out a satisfactory solution, for until such a solution is offered there will be no rest.

Europe is in a ferment. Governments have been overthrown, new governments have been formed only to be in turn discarded for something else, and no one can predict what the next development will be. But the peoples of Europe now in revolution are largely those who for generations have been oppressed and denied all opportunities for self expression or an assertion of their rights as human beings. Under such circumstances revolution can only take one course—a great uprising of the whole people and a violent overthrow of existing institutions. From the resulting confusion the peoples themselves by experiment and

trial must gradually evolve some other form of government better suited to their needs. In order to endure, any government so formed must both satisfy the needs of the governed people and be capable of economic cooperation with the other peoples of the world.

Any policy of interference, any attempt to dictate to the European peoples in revolution how they must govern themselves, is unsound and can only be productive of continued disorder. If they are given opportunities to obtain food and the other necessities of life, and then left free to work out their own political problems, they are bound to arrive eventually at some solution that will meet their own needs and at the same time permit them to deal in harmony with the rest of the world.

The situation in our own country gives evidence of the same unrest that is stirring the balance of the world. Labor has arrived at a recognition of its tremendous power and is prepared to demand and will undoubtedly secure a just share of the fruits of industry. But our country, unlike the others, already possesses the governmental machinery which the people can use to secure and safeguard their rights, and the destructive methods which may have been necessary in Europe are not necessary here.

It is perfectly possible to work out a plan which will make labor and capital coöperators without recourse to bloody revolution. But this can be accomplished only by an admission on the part of capital that there shall be democracy in industry; and a recognition on the part of labor that in order to secure the greatest benefits there must be increased productivity per unit of effort in industry.

The members of this Society and others who subscribe to the principles for which it stands, are the individuals above all others who by belief, training and experience are peculiarly fitted to be leaders in reorganizing industry to meet the changed conditions. They know industry, they are masters of the art by which production can be enormously increased without undue expenditure of human effort, and are inspired with a determination to see fairness and justice accorded to all.

They have their feet on the ground; they recognize that the most altruistic theories in the world, unaccompanied by practical execution, will always remain theories; and they possess the technique which is indispensable to the application of sound principles to industrial activities.

KEPPELE HALL.