

the members of the Taylor Society, who are interested in bookkeeping by machine, call at our office at any time and see it in operation.

To my mind there is no question about the application of the principles of scientific management to office work.

The indebtedness of the world to Dr. Taylor for the great work which he has given us, and which I believe it is the duty of every office manager to apply as far as possible in his institution, will never cease to exist but will increase as time goes on and its value is more fully realized.

MR. MORRIS L. COOKE:<sup>1</sup> I think it was twenty years ago that I first went to visit the Curtis Publishing Company, and I can remember that one of the problems in office management which was bothering them then was a high square box with a lid. It looked like a box which in the old days was used to keep flour in in a grocery store. That box was filled with the type letters M. I have forgotten the size of the letter A box and the size of the S box, but I remember Mr. P. S. Collins, the General Manager of the Company at the present time, was then beginning to be interested in system, and that box of letter Ms was one of the things that began to get him interested; because these Ms were used, with other letters, instead of labels for the subscriptions. Mr. Curtis insisted on having a neat address on the Ladies Home Journal, and would not permit a label of any kind. As the circulation was rising from 100,000 to 200,000, then 300,000, and so on, this box of Ms was getting bigger and bigger. Mr. Collins appreciated that something would have to be done, and I think that is one of the things that got him started. At any rate, a few years ago, he told me that they had had the benefit of the advice of three different groups of what I think he called efficiency engineers, people who had come in there and made their contributions. He said the company had always gotten their money's worth, that every man that had come had made such a distinct contribution to the work of the firm that they had felt it was a valuable investment. It seems to me that we owe this concern a very great debt of gratitude for having gone into a brand new department of industry and commercial life and having made a conspicuous success of it. Of course we have all known about Mr. Fuller's work in recent years, and the work that he has so splendidly described tonight stands out as among the best of the kind in the country. There is just one point I want to suggest, more to get

<sup>1</sup>Consulting Engineer, Philadelphia, Pa.

us all thinking than because I have any very definite suggestion to make. In the beginning of *Shop Management*, I think Mr. Taylor suggested that the two important elements in management were wages and productive cost. Now it seems to me that we should encourage those who deliver papers before our Society, and especially those who bring up detailed operations of this kind, and who are good enough to give us their experience in the reduction of operating costs and production costs, that we should encourage them at the same time to give us their labor costs, to give us their wages. I think I am right that in *Shop Management*, which Mr. Taylor wrote twenty years ago, there were tables where he gives the cost of turning locomotive wheels at Midvale, and at the same time gives us the daily wage. I had planned to ask Mr. Fuller something about the wage scale at the Curtis Publishing Company, but when I realized that they do not consider it desirable to give information of that kind I abandoned any such thought, and will not press it. But at this time, when so many of our fellow countrymen are going on the Government pay-roll, and their wages are common knowledge, and when boards are being appointed to go into the business affairs of industries and railroads, and where plants working on war orders have their pay-rolls subject to the visé of Government inspectors, it seems to me that the men of this Society should take the position that the pay-roll of any establishment claiming to have scientific management must some way become more or less public property.

I recall that a few years back some of our companies began to introduce annual pay-rolls. Mr. Feiss and Mr. Joseph and Mr. Kendall now keep annual pay-rolls. The Plimpton Press will tell you how many employees they have at certain rates of pay. This interest in pay-rolls is a natural one. I think we all ought to stand for increasing publicity in regard to management, especially in establishments where scientific management is supposed to be introduced, because I am sure that it does certain establishments a great deal of harm to have other establishments tagged as scientific, and to have the public have the idea that low wages obtain in those establishments. We stand for high wages and we cannot stand for anything else if we are going to stand for increased production.

MR. H. W. SHELTON:<sup>1</sup> I should like to add one more fact about the *Farm Journal* of which Mr. Fox

<sup>1</sup>Assistant Professor of Organization and Management, Amos Tuck School, Dartmouth College, Hanover, N. H.

has informed me. It is rather significantly in line with what Mr. Cooke has just said.

In one department there which has recently been put on task and bonus, the workers previously were paid \$7 to \$8 a week flat time. Since the task work has been established the same girls have been making an average of somewhere between \$12 and \$14 per week. This has resulted in their remaining with the company in spite of attractive offers from other concerns. If those girls had been on their original flat time basis they certainly would not have stayed in the face of war offers. As a result of bonus they have been well content and prefer to remain with the company which has developed them within a year or eighteen months to this point, than to go for one dollar or two dollars more a week with some other company in which they could not be sure what the future might hold for them.

MR. R. A. FEISS:<sup>1</sup> I am glad that somewhere in the discussion the truth has been brought out that the measure of profit is not only the profit that goes to the directors, but the profit that goes to the much greater, more interested body of people that make up the organization, the people that work. I do not believe there is any true test of scientific management on the basis of profit unless it shows first a profit to the workers.

MR. FULLER: Mr. Leffingwell did not gather what I meant by a "sectional" plan. I have been describing a principle and agree with Mr. Leffingwell that the straight consecutive plan is not applicable to methods in a small organization. The principle is, however, and that is what counts.

Mr. Leffingwell spoke of personal training. We have two different plans. First we started an actual training school, some five years ago, in which we put all new clerks. We gave them about three days training in general company policies. We sent them over our building and tried to interest them in the general business. This training school never was a success and was eventually eliminated. We are now accomplishing some results, and it is one of the things that we are working on and expect a great deal from during the summer, in training along a different line. We are now studying intensively the individual records of every employee. For every person who does not come up to the standard, we find out what is the matter with each individual. They may be the "Don't Care" type. If so we must interest them in the job

<sup>1</sup>General Manager, Joseph and Feiss, The Clothcraft Shops, Cleveland, Ohio.

or get rid of them. Or they may simply lack knowledge: this class forms a large percentage, and in those cases we must teach them.

Mr. Schultz brings out the value of using money as the barometer of effectiveness. In our plant, as well in office work as in factory work, dollars and cents are the acid test to which we put all our plans. If new work is not going to result in a betterment to the Company we do not put it into effect. Mr. Schultz and Mr. Leffingwell speak of the Curtis organization as a big company. This is true, but it should be remembered that we are merely a big collection of small offices. We have centralized office forces but we break most activities up into small groups; therefore much standardizing effort is spent in groups of only a few individuals. I have one group in mind now where there are only about ten people. We have to do the work here on a sectional basis just as Mr. Leffingwell described; we cannot possibly use a consecutive plan; we do however use the consecutive principle.

We use planning boards in several departments but have no central planning room. We tried some experiments along that line, but think we get better results with divisional planning boards. We cannot agree with Mr. Schultz that planning boards are not necessary. We think them invaluable.

If there was any failure on my part to mention Mr. Taylor's name and give him full credit, then it was unintentional. Whatever we have learned we have learned in large part from Mr. Taylor. It is true, as Mr. Cooke said, that we have had three or-four systematizers in our plant—the last about seven years ago—and that none of those men were Taylor trained, but the standardization work we are doing today is almost entirely based on Mr. Taylor's books, and the study of the books of the men who worked with him. As a matter of fact, but little of the present standardizing was undertaken until after the last of the system men had left us. These men assisted in the solution of certain accounting and mechanical problems but they did not father our standardization activities. The work is going along in Taylor lines; it is far from complete but we are working steadily.

In connection with the statement of the gentleman from the *Farm Journal* in reference to turnover, I congratulate them from the bottom of my heart. Mr. Holmes speaks of the loss of men who are called into war activity, and I want to point out that of the seven men who were doing standardizing work with us last spring, six today are wearing the uniform. We have filled their places with women. One was trained from