

also with his value in his work, i. e. with his efficiency. This condition, which can be satisfied immediately in certain departments, can be satisfied in others only in accord with the progress realized in the organization of the work;

5. To be determined and made known to the workman on the completion of his work or at the end of each day;

In order that the bonus may produce complete results it is indispensable that the workman should see clearly from day to day what he has earned;

6. To be determined in such a way as to remove from the mind of the workman any suspicion of partiality.

(b) *Bonuses for Efficiency (fixed and variable.)*

Certain departments have divided the bonus for work into two parts—a fixed part, awarded indiscriminately to all workmen, and a variable part.

Experience proves that the fixed bonus has no effect on efficiency; it is to be suppressed.

However, departments that have adopted the principle of first deducting a part of the fixed bonus for the advantage of the mess may maintain the fixed bonus, limiting it to the amounts now turned over to the mess, in such a way that the largest possible part of the assignments may be employed as a variable bonus intended to increase efficiency.

B. OTHER BONUSES

(c) *Bonuses for Economy.*

A bonus for economy, the amount of which is to be fixed in each Bureau can be instituted under the conditions in force in the Commissary and Engineer Services—Circular No. 10478 1/5 of August 17, 1917 and 10654 1/5 of August 22, 1917.

(d) *Bonuses for Specialized Work.*

The bonus for specialized work which is in force in the Commissary, Engineering and Health Services will have to be abolished completely and by degrees whenever it can be replaced by the bonus for efficiency.

It will be an important part of the duty of the Planning Departments to determine the conditions under which workers in specialized occupations can be remunerated through the bonus for efficiency.

But any abuse of the award of the bonus for specialized work should be avoided always. Certain plants have a tendency to consider as skilled workmen persons who are not real specialists, but whose only claim is their small number.

Moreover, the list of occupations which may enjoy the benefits of it should be placed in every Under-Secretary's Office or every Directorate taking strict account of the above observations.

(e) *Bonuses for Supervision.*

A bonus for supervision can be awarded to foremen and heads of work-shops according to the rules given in Circulars No. 10478 1/5 of August 17, 1917 and 288 1/5 of January 6, 1918 (B. O. No. 3 of January 21, 1918) and which are now in force in the Commissary and Engineering Services.

The purpose of this bonus is to interest superintendents, heads of work-shops, foremen, etc., in the efficiency of the personnel under their orders.

The bonus for supervision, therefore, should be dependent upon the efficiency of the work-shop.

(f) *Bonuses for Heavy Work.*

The bonus for fatiguing occupations now in force in the various branches of service is not in relation to the efficiency of the work. It may continue, nevertheless, to be awarded under the same conditions; but it constitutes rather an indemnity either temporary—when the special circumstances of the nature of the work render its execution particularly hard, or permanent—in very limited cases when the work is itself of an essentially fatiguing character.

The rules governing awards fixed by Circular of August 17, and by Circular No. 288 1/5 of January 6, 1918, B. O. E. M., p. 52, should be observed to the letter and without modification.

(g) *Amounts of the Bonuses.*

The amounts now in force, according to the rules of cumulation given in Circular of August 17, 1917, remain the same. These amounts may be raised by ministerial decision when the scientific organization of the work shall have progressed sufficiently.

This rise will have to fulfill absolutely the condition of a reward for economy resulting from increased efficiency.

(h) *Piece Work.*

Piece work shall be continued in works where it is practiced whenever it can not be advantageously replaced by the method advised in the present circular.

(i) *Extension of Bonuses to Increase Efficiency to Personnel other than Military.*

The bonuses influencing efficiency have been applicable, up to the present time, only to the military personnel.

There will be applicable, in the future, to all categories of personnel working in the same work-place (military, civil, feminine personnel, colonial workmen, foreign laborers) the bonus for efficiency, the bonus for economy, and the bonus for supervision.

As to the bonus for heavy work it can be extended to personnels other than military only in exceptional cases, and for grounds exclusively temporary, when the conditions of the work render its execution particularly fatiguing.

The award in a permanent way of bonus for heavy work can not be granted except in the case where a special wage has not been provided for the execution of such work.

The provisions of the present circular have no other

purpose than to cover the first stage on the path of industrialization.

Processes of work are essentially open to improvement; and the institution of Planning Departments has precisely for its object their evolution through utilizing data furnished by a systematic observation of work conditions, and through profiting by the progress realized in private industry as well as in military plants of all services.

The present circular recapitulates the directing orders which the present state of industrialization demands. It should not be taken as the last word in the organization of work but as a beginning towards more and more efficacious and scientific methods.

(Signed:) GEORGES CLEMENCEAU.

WHAT LENINE SAID ABOUT THE "TAYLOR SOCIETY"

ABSTRACT IN THE FORM OF QUOTATIONS FROM THE PRINCIPAL PARTS OF AN ARTICLE BY NIKOLAI LENINE, ENTITLED "THE URGENT PROBLEMS OF THE SOVIET RULE," TRANSLATED FROM *Pravda* OF APRIL 28, 1918.

is the economic domain—to raise the productivity of labor, to establish strict and universal accounting and control of production and distribution, and *actually to socialize production.*

"We are now confronted by the problem which is the most urgent and which characterizes the present period; to organize the *management* of Russia. We, the Bolshevik party, have *convinced* Russia. We have *won* Russia from the rich for the poor, from the exploiters for the toilers. It is now up to us to *manage* Russia. . . . For the first time in the history of the world the Socialist party has succeeded in completing, essentially, the task of winning power and suppressing the exploiters, and in coming *close* to the problem of management. We must prove worthy of this. . . . We must not fail to see that besides the ability to convince and win in civil war, successful management depends on the ability for *practical organization.*"

A New Phase of the Struggle

"Were we to attempt now to continue the expropriation of capital with the same intensity as heretofore, we would surely be defeated; for our work of the organization of proletarian accounting and control has . . . not kept pace with the work of the direct 'expropriation of the expropriators.' If we will now turn all our efforts to the work of the organization of accounting and control we shall be able to solve this problem, we shall overcome our shortcomings and shall win our 'campaign' against capital."

" . . . it is becoming urgent for the prole-

PEACE temporarily having been obtained, the duty of the Soviet Republic is to concentrate for a time on the most important and difficult problem of the revolution—the problem of organization. The respite which has been granted must be utilized to cure the wounds which have been received by the whole social and economic organization of Russia. In that way only shall we be able to offer further resistance to bourgeois opposition, and particularly to aid social revolution in the West, delayed for a number of reasons.

The negative work—the destruction of feudalism and monarchy—was performed by the bourgeois revolution of Kerensky. The organization it effected was but a continuation of bourgeois minority control. On the other hand the Socialist revolution of October 25, 1917, is confronted by the problem "of establishing an extremely complex and delicate net of newly organized relationships covering the systematic production and distribution of products which are necessary for the existence of tens of millions of people. . . . The victory of the Socialist revolution will not be assured unless the proletariat and the poorest peasantry will manifest sufficient consciousness, idealism, self-sacrifice and persistence. . . . The main difficulty