

THE functions of the first and second of these committees are defined in the Constitution of the Society; the functions of the third and fourth are described by their titles. The function of the Research Committee, however, requires explanation. The title is short for reasons of expediency and is not adequately descriptive. It is not a committee which is intended itself to carry on research. Its function is to plan, arrange for and supervise research carried on by others—sub-committees, individuals, institutions—and to deliver the results of such research to the Managing Director as material for discussion at meetings, for publication in THE BULLETIN, for publication as pamphlets or books, or to be filed in the library of the Society and thereby made available to the members. It should ascertain what experiments and investigations are now being made by members and other willing coöperators and should coördinate these; should arrange for research with respect to those important phases of management which seem to be suffering neglect; and should ascertain where there are results of past investigations on file in the records of individual members, and bring them together and make them available to all members.

IT is hoped that none of the appointees listed below will fail to accept the call to duty. The Society is large enough to make it unnecessary for any particular member to carry the burden of committee membership for long. The present moment is a critical one for the Society, and those who have been summoned to duty have received an honor which is a challenge. To get committee work started is the big problem. It seems to be essential to the success of the Society, if the Society is to become a vital factor in the industrial community at a time when the industrial community, as never before within the memory of living men, is in need of such service as this Society can render. There are but two ways of carrying on the work; one is by the creation of a central office with a large enough staff to carry on the work now planned to be carried on through committees—a method which would require the enlargement of our present income to an extent which now seems impracticable; the other is by voluntary, active coöperation of all the members—each carrying a small functional part of the burden—led by a Board of Directors through a modest, efficiently-working cen-

tral office. Interest which expresses itself in participation in actual work is essential to success. With it one's imagination can see no limit to what the Society may accomplish. There is no other organization which occupies its peculiar field and enjoys its peculiar opportunities in this critical period of industrial development.

THE committees and appointments follow:

*Nominating Committee* (to nominate candidates for offices of the Society to be elected by letter-ballot during November, in accordance with Article C 23 of the Constitution):

John M. Bruce, *Chairman* Henry J. Guild,  
J. A. Bursley, Clyde L. King.

*Committee on Practice* (in accordance with Article C 20 of the Constitution):

Morton C. Tuttle, *Chairman*  
Henry H. Farquhar, Henry T. Noyes,  
Henry L. Gantt, J. W. Schulze.  
H. K. Hathaway,  
Managing Director, *ex officio*

*Finance Committee* (concerned with ways and means of securing and the securing of financial support of the Society; with power to appoint sub-committees):

Richard A. Feiss, *Chairman*  
F. F. Beall, Cecil D. Gregg,  
E. W. Clarke 3d, Henry P. Kendall,  
Charles Day, Wm. L. Lyall,  
Henry S. Dennison, J. Franklin McElwain,  
A. L. Filene, George H. Mead.  
Managing Director, *ex officio*

*Membership Committee* (concerned with the problem of increase of membership of the Society; with power to appoint sub-committees):

Keppelle Hall, *Chairman* Boyd Fisher,  
D. M. Bates, J. C. Heckman,  
Winthrop L. Carter, Ferdinand M. Holmes,  
Wm. R. De Field, Victor M. Tyler.  
Managing Director, *ex officio*

*Research Committee* (concerned with the promotion of research in the field of administration and management; with power to appoint sub-committees):

Morris L. Cooke, *Chairman*  
L. P. Alford, Wallace Clark,  
George D. Babcock, E. St. Elmo Lewis,  
Carl G. Barth, Richard Mayo-Smith,  
John M. Bruce, Ida M. Tarbell,  
Robert W. Bruère, Sanford E. Thompson,  
J. A. Bursley, Robert B. Wolf.  
Managing Director, *ex officio*

#### HOLDING BACK ON PRODUCTION

IT is undoubtedly true that the characteristic attitude of mind of the rank and file of workers has been and is one of holding back on production. In this they are conscientious. The rank and file believe restriction of production to be a practicable way of attacking the problem of unemployment. Having been taught by employers that a "living wage" is the sum of the just claims of the worker, they have naturally attached great importance to that which makes a living wage possible—employment, and have given the benefit of any doubt in favor of the possible influence of restricted production on employment. They can be excused for failing to think out the ultimate economic effects of such restriction, even on employment. Those among them—their leaders particularly—who are accustomed to think in terms of the larger social consequences may have had some doubt of the wisdom of the policy as an expression of sound economic principles; but they have apparently had no doubt of the wisdom of the policy as a factor in negotiation. This point of view will be appreciated by every employer who is experienced in negotiation.

That there are individual plants which may be cited as examples of the great benefits to both worker and employer of reasonably unrestricted production is not a sufficient answer to these leaders. Such plants are almost without exception better managed than the average of plants, and the absence of restriction of production is but one aspect of the total of things which make the better management. These are the plants of far-sighted managers; far-sighted in the creation of a true coöperative spirit and of a highly

productive technique, and especially far-sighted in giving workers the opportunity to participate in the determination of working conditions and in a just share of increased production. To cite such individual cases is not a satisfactory answer to the leaders of the workers, for the simple reason that the majority of those managers who cite them to support their arguments are not managers who inspire in the leaders confidence in either their intentions or ability to develop such management as to make unrestricted production as advantageous to the workers as it is in the cases cited. The leaders are concerned with the average of managers and the average of management.

Those who have had the privilege of late of discussing current industrial problems with the ablest leaders of the workers have come away with a spirit of optimism. They have found them to have purposes and firm in their desire to accomplish those purposes, but they have found them also human and reasonable. Especially so with respect to a developing recognition of the necessity for increased production. Not only the leaders but also the rank and file are conscious of the necessity. There are certain adjustments which they believe should be made, but it can no longer be said that they fail to appreciate the fact that production must be increased. The following words from a letter of the organized employees of Rock Island Arsenal to the Secretary of War are of especial significance: "It has been gratifying to us to note, many times, that the necessity on the part of the men for economical production is well understood. . . . It is our conviction, more now than ever before, that before long the opportunity will be ripe for us to secure outside talent in the form of competent management engineers and production experts to advise us as workers what we can do to help improve things, what the management can do, and finally what we and the management can do jointly. We are not unaware of our limitations in this respect, and, when the time comes, we hope sincerely that you and the Chief of Ordnance will gladly extend to us the opportunity to have our technical experts coöperate with the Arsenal management and their experts for the purpose of doing everything possible to warrant the fullest utilization of the arsenals as centers of production. The time will be ripe for this as soon as the basic spirit of coöperation and mutual confidence all through the arsenal organizations has been created."