is "greater than the war itself," is that the conference was prepared to deal only with opinion and not with facts. Any amount of opinions, however dignified by name of "theory," can do no good unless the facts are known and properly analyzed. The people who by virtue of their education, training and experience are qualified to deal with the cold facts in the industrial tangles—the engineers—were kept away from the conference. It was thus inevitable that a conglomeration of people with opinions was bound to fail, as it did. It was impossible to expect that from discussion of symptoms the formulation of an intrinsic law of economic relations would result. A group of nine industrial engineers informally gathered at the end of October, formulated three fundamental principles ostensibly to guide the conference but actually to help to form public opinion. These declarations were modified and accepted later on by the Society of Industrial Engineers. It stimulated the Inter-Church World Movement to do likewise. It induced the American Society of Industrial Engineers to make their pronouncement, and later on the American Society of Mechanical Engineers adopted a similar resolution, and now a committee is being formed to carry the work along these principles. The editorial of the New York Globe for December second reproduces it: "Social and industrial unrest result from the fact that human relations have not kept step with economic evolution. Competent directive management of essential enterprises is the logical solution. Such management must be free from any autocratic control whether by capital or labor. Sharp social and industrial disputes are no longer private; society is affected. They must be subject to decision by the authority based upon intrinsic and not arbitrary law. Industry and public utilities must serve the people. There is no room for special privilege of capital or labor. Strikes, irregular employment or arbitrary acts of ownership or of management are harmful not alone to the immediate parties but society as a whole. Productivity and public service are absolutely essential. On account of the peculiar intimate familiarity of engineers with industrial problems our responsibility is great. Therefore, every important enterprise must adopt competent productive management, unbiased by special privileges, and disputes must be submitted to authorities based upon intrinsic law. Credit determined on the productive ability of the community should be administered with the sole view to the economy of productive power. It should be granted only to those who are able to render socially valuable service." Whether you gentlemen recognize your civic responsibility and formulate your creed and live up to it, is up to you. All I may say regarding the past, present and possible future industrial conferences composed of talkers instead of doers, is to quote the first Psalm: "Blessed is the man that walketh not in the counsel of the ungodly, nor standeth in the way of sinners, nor sitteth in the seat of the scornful."

IN a discussion of Royal Meeker's paper "Employees' Representation in Management of Industry," at the December, 1919 meeting of the American Economic Association, Mr. F. S. Deibler remarked:

To be effective the plan (any plan of workers representation) must be genuine and undertaken with the same determination to make it a success that would be given to the organization and prosecution of any other business policy. (*The American Economic Review*, Vol. X, No. 1, p. 126)

Apropos of the above remark, a member of the Taylor Society has written as follows:

One of the most insidious ideas concerning the devices which industry has been introducing since the first of the century, —cost keeping, corporate combinations, piece rate installations, scientific management, works councils, profit sharing,—is the tendency to expect results from the devices themselves. The fact is, of course, that such devices make added demands upon management instead of relieving management of any of its duties. If we add to a power plant automatic boiler feeds, water weighers, a flue gas analyzer, a steam flow meter, a gravity oiling engine system and a grab bucket coal handling, we expect to put in charge a highly skilled engineer. By the same token we can hardly expect a 60 H. P. automobile to do any better for us than a Flivver, nor as well, if we plan to set it going with no man at the wheel. Business owners seem to think intricate management devices will work while they sleep; it ought to be shouted at them from the house tops that such devices have greater chances for gain if managed and greater chances for loss if they are not.

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