

UNEMPLOYMENT SCORE CARD

Name of Concern.....Dept or Group.....
Address.....
Kind of business.....
Period covered from.....to.....

The figures given should (need not) be considered confidential.

Note: The purpose of this Unemployment Score is to develop a standardized instrument and a method for accurately measuring the degree of "Unemployment within Employment"; i.e., the percentage of the time a concern's employees should be working that is "wasted" through one cause or another. The items and percentages given are merely by way of illustration and suggestion. If you think the keeping of such a score would be valuable, will you cooperate in its practical development by sending one copy, filled out for your company as far as available data permit, together with suggestions for additions or changes, to Morris L. Cooke, Chairman, Taylor Society Committee on Research, 1109 Finance Bldg., Phila., Pa.

PRODUCTIVE (A. Orders (12%) (64%)		(1. Inadequate volume (8%) - (Cyclical Fluctuations) (2. Lack Standardization (1%) (Seasonal) (3. Uneven flow of orders (0%) (Bad Salesmanship) (4. _____ (5. _____ (6. All other _____ (3%)	
B. Lack of Materials (8%)		(1. Broken promise of mfr. _____ (2%) (Chargeable to (Quan. (2. Transportation delays _____ (1%) (Purchasing (Spec. (3. Errors _____ (3%) (Storekeeping (Sched. (4. Seasonal as with can- _____ (0%) (Gang Boss naries _____ (Drafting Room (5. Market Shortage _____ (Foreman (6. Finance _____ (7. All other _____ (2%)	
UNEMPLOYED (C. Absenteeism (6%) (36%)		(1. Sickness _____ (3%) (Colds (2. Accidents _____ (Contagious (3. Home Conditions _____ (1%) (Chronic (4. Recognized holidays _____ (0%) (5. Liquor _____ (1%) (6. Weather _____ (0%) (7. Tardiness _____ (1%) (8. Presnl. bus. incl. jury duty _____ (0%) (9. Vacations regular _____ (0%) (10. _____ (11. _____ (12. All other _____ (1%)	
D. Equipment (2%)		(1. Belting _____ (1%) (2. Broken Parts _____ (0%) (3. Poor Adjustment _____ (1%) (4. Power Failure _____ (0%) (5. Intro. of Machines _____ (0%) (6. Fires _____ (7. _____ (8. All other _____ (1%)	
E. Factory Administration (8%)		(1. Strks. & lbr. stoppages _____ (1%) (Order of Work (2. Lock-outs _____ (0%) (Routing (3. Bad planning _____ (4%) (Delay getting (4. Stocktaking _____ (0%) (into work (5. Disciplinary lay-offs _____ (1%) (Tools or (6. Labor policy _____ (1%) (jigs not (7. Sales-Factory maladjustmt _____ (2%) (ready (8. Abs. of Standard Times _____ (3%) (9. Labor Shortage _____ (10. All other _____ (1%)	
TOTALS 100% (36%)			

Figure 2

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169

Until we have developed a generally recognized method of taking off "Unemployment Scores" each employer will have to make for himself certain assumptions and adopt tentative rules. But a very little experimentation in any well-run establishment will make data now being regularly collected available for this purpose. The "Unemployment Score" is nothing more than a reassembling of data usually available through methods current in well-run plants. It would appear that the expense involved in collating these figures would be trifling, especially in those plants where individual job-tickets are used as a part of the wage system. It is suggested that a working result will be expedited by providing at the start a heading "Unassigned" into which can be thrown all items of "Un-

ability to localize and pro-rate responsibility for it. Under the proposed Wisconsin law a manufacturer's previous record in affording steady employment determines the rate he pays. This affords a strong incentive for learning how to provide steady employment before such a law goes into effect. Of course the most important service which unemployment insurance can render will grow out of the pressure it will exert on management to reduce unemployment to a minimum. This statement is warranted through our experience with workmen's compensation acts. The relief afforded injured workmen and their families, important as it has been, is nothing compared with the results obtained in the matter of accident prevention. As significant of possible future development

CARD NO. 5

RESPONSIBILITY FOR LOSS OF TIME

TIME LOST

Pay Period	Operative No.	Operation No.	Job	MANAGEMENT												Unavail. due to	HOURS LOST		
				Fault of Equip. ment	Lack of Material	Fault of Organization	Household Equip. ment	Transportation	Other Avoid. able	Unavail. due to	During Work	After Work	Total						
0 0	0	0 0 0 0 0	0 0 0 0 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
1 1	1	1 1 1 1 1	1 1 1 1 1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
2 2	2	2 2 2 2 2	2 2 2 2 2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
3 3	3	3 3 3 3 3	3 3 3 3 3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
4 4	4	4 4 4 4 4	4 4 4 4 4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
5 5	5	5 5 5 5 5	5 5 5 5 5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
6 6	6	6 6 6 6 6	6 6 6 6 6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	
7 7	7	7 7 7 7 7	7 7 7 7 7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	
8 8	8	8 8 8 8 8	8 8 8 8 8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	
9 9	9	9 9 9 9 9	9 9 9 9 9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	

P 1339

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Figure 3

employment within Employment" the proper classification of which may be in doubt.

Figure 3 is a card which has been prepared at the Clothcraft Shops to follow up lost time by means of an electrical tabulating machine. It is a splendid step in the direction of securing the data from which "Unemployment Scores" are made.

We approach nearer and nearer the time when propositions for unemployment insurance must be seriously entertained in this country. The development of a satisfactory scheme for measuring and accurately analyzing unemployment will certainly facilitate the operation of such plans. It will remove what appears to be the strongest argument against unemployment insurance at the present time, i. e., a lack of information as to its real causes and our almost complete in-

in this matter it is interesting to note the experiment of the Dennison Manufacturing Company in setting up their own unemployment insurance reserve.

It is altogether certain that through this kind of study of unemployment we are going to expose certain weaknesses in our present manufacturing methods. For instance, it will be properly demonstrated that steady volume both for the plant as a whole and by departments is equally desirable from the two standpoints of profits and of steady employment.¹ It seems highly probable if this could be demonstrated by each factory for itself that some of the more obvious expedients by which steady volume is encouraged would be introduced.

¹"Organizing for Work," by Henry L. Gantt, Harcourt, Brace & Howe.