

bers. To settle this doubt another questionnaire is being prepared along the lines indicated below. The result of this questionnaire will be discussed in a later issue of the BULLETIN. For the present it is better simply to mention the content of the proposed questionnaire, as indicative of unsolved problems.

1. Time and place of meeting:

How often shall it meet?

What day or days?

What time of day?

Shall the meeting be preceded by a luncheon or dinner or not?

The original decision of the New York Section was a meeting once a month, on Thursdays at 6.30 P.M. with a dinner. A falling off of those attending dinner and an increase in those attending after the dinner is perhaps an indication that the majority of members no longer desire the dinner.

2. Subjects for discussion:

Shall the papers be on technique and appeal primarily to the engineers?

Shall they be on principles and elementary technique to educate new members and persons not well acquainted with scientific management?

Shall they be on general social and economic problems and appeal to all classes?

Shall one or more than one paper be given at a meeting?

Shall discussion be prepared or informal?

Judging by the reaction to meetings already held, the committee is inclined to believe that two papers should be given at each meeting, the main one on broad general phases of management, and a shorter one on advanced technique.

3. To whom shall the section appeal?

Advanced engineers?

Junior engineers?

Executives?

General public?

The fact that the attendance during the last year has been at least half non-members raises the question whether our appeal has been rightly directed.

4. Method of financing:

Shall members be assessed extra dues to support the local section? If yes, how much?

Shall an extra tax be added to the cost of the dinner? If so, how about the people who come after the dinner?

Shall admission be charged?

Shall a few loyal members be expected to meet the expenses?

The New York section has tried various of these plans but has not hit on the right one. At present the burden is falling on a few members.

There are other problems but these are the main ones which our experience shows should be considered when a local section is being organized.

IV. THE PHILADELPHIA SECTION

Henry Wood Shelton, Secretary

ORGANIZATION

This section was organized in December, 1920. In October, 1921, it became affiliated with the Engineers' Club of Philadelphia, an affiliation which gives the section the advantage of a regular place for meetings.

During 1921 six meetings were held at which the following papers were presented: Jan. 1, Richard A. Feiss, "An Engineering Approach to the Problem of Continuous Employment;" March 15, C. M. Ford, of Eaton, Crane & Pike, "Recent Developments in Stores-Keeping Technique;" April 11, Reginald A. Spaeth, Johns Hopkins University, "The Relation of Time Study to Industry," and Carl G. Barth, "Time Study With a Stop Watch;" May 9, John W. Carter, Tabor Mfg. Co., "Routing;" October 24, John H. Williams, "Cost Accounting From the Engineering Standpoint;" Nov. 28, Dr. Ira N. Hollis, President Worcester Polytechnic Institute, "Waste and its Relation to the Industries."

PURPOSES AND OPPORTUNITIES

Aside from the general purposes in common with those of the parent society, the local section has in mind the following:

1. Increasing knowledge and standing of the Taylor Society in this community by regular meetings of local interest;

2. A gradually increasing membership rising from this increasing local interest;

3. Better acquaintance and closer relations of members in this locality;

4. Inspiration of younger members, and their education in the history of the scientific management movement, and of present work being done on various technical problems;

5. Fostering better mutual understanding and co-operative effort among various groups in the community, especially the organized employer, the organized employee, and the engineer;

6. Discovery of new contributions to the art and science of administration and management.

PROBLEMS

1. *The financial problem is the most outstanding.* It has been met hitherto by voluntary contributions of members in varying amounts based on circular letter solicitation. Thus far the returns from these letters have been enough to meet the needs of the section. A large part of the actual expense, however, such as the work in the secretary's office, has been contributed.

2. *Worth while programs.* The effort has been primarily to have programs which would attract sufficient interest in the community, and prove of local service, although generally bearing on some national problem such as "Elimination of Waste," "Hospital Administration," etc. Whatever success we have achieved in this line has been largely due to the chairman's wide acquaintance and catholic interests.

3. *Attendance.* This has averaged about one hundred. From one to four thousand notices are printed for each meeting. In order to circularize a large number of people we get in touch with the secretaries of various organizations that would probably be interested in the meeting, tell them about the program, and ask if they would like to enclose announcements of our meeting with any material they are mailing to their own members. In this way a large number of people are circularized at a minimum of expense to the section.

4. *Education of younger members.* This has not been definitely attacked. The suggestion has been made that the regular meetings be supplemented by a weekly or bi-weekly gathering for the informal round-table discussion of particular technical topics. It is expected that these would be lead by one of the older members, but largely attended and participated in by younger members.

RULES, REGULATIONS AND PROCEDURE

Other than the general rules laid down by the Managing Director when our section was started, I question the advisability of standard rules for local sections. The problems which each has to meet are peculiar to its environment, and there should be local autonomy and flexibility of method. The movement, however, to have local sections report through the central office in order that all sections may gain by the recorded experience of each is most salutary. The more fully this can be achieved, the greater the value. Otherwise, however, each local section should, in my judgment, work out its own salvation along its own lines of maximum service to its constituency.

V. THE NEW ENGLAND SECTION

Henry H. Farquhar, Secretary-Treasurer

ORGANIZATION

This section was organized in April, 1921. It covers the six New England States and has over 150 members and nearly sixty officials designated by thirteen Sustaining Members. Dues are \$1.00 per year.

Meetings have been held as follows: April 1, Organization Meeting; May 6, "Symposium on Scientific Management," led by six designated members; Nov. 10, Henry S. Dennison, "Sales Engineering;" Dec. 16, Fred J. Miller and A. T. Simonds, "Discussion of the Report of Hoover's Committee on Waste."

Without presuming to speak for the section or its officers as a whole, the following is offered from the standpoint of the Secretary-Treasurer of this section:

PURPOSES OF LOCAL SECTIONS

1. To spread appreciation of the objects, principles and methods of scientific management throughout a larger audience than can be reached by the parent society, particularly as regards the younger men;

2. To awaken an interest in the parent society to a point of membership;

3. To provide an outlet for presentation of constructive work not provided by parent society, but which might well be published in the BULLETIN;

4. To discuss local problems not of particular interest to the membership at large;

5. In general it is felt that subject matter particularly suitable for presentation before the parent society should not be made a feature of section meetings—in other words, that matters of national interest should ordinarily be presented at national meetings—while local meetings should be confined primarily to discussion of local matters, or at least to a follow-up of the details of any paper presented before the parent society. The national meetings should lead the way in advanced practice; the local meetings should make more general the knowledge of good practice already accepted by the national society and fill in the gaps by details of the leading papers presented at the general meetings.

PROBLEMS OF FINANCE

It is felt that the largest possible publicity should be secured. With a mailing list of 600, two notices (advance and follow-up) for each of say six meetings per year, with distribution of abstracts of each meeting, calls for over \$100 in postage alone. To this must be added printing expenses, clerical labor, the purchase of stencils for addressing, sometimes traveling expenses