

of speakers, and miscellaneous. A membership of 200 with \$1.00 dues, even assuming that everyone paid, will barely cover such expenses. As a matter of fact, we have received dues from only a little over half of those eligible for section membership.

To keep up this publicity means either

1. Raising the annual dues, or
2. Securing funds by other means. This raises the question of membership.

PROBLEMS OF MEMBERSHIP

The question must be raised as to just whom the section membership should embrace. We have billed regular members of the society and designated officials of sustaining members (not themselves members of the parent society). Should the latter be billed? If not, or if so, should sustaining members be billed for dues in excess of the regular \$1.00 yearly fee which we have established?

What may be done toward affiliating with the local section non-members of the parent society? There are a number of such men who regularly attend our meetings and who receive all the service, with the exception of receiving free abstracts, which is given mem-

WE were reading the "Autobiography of Benjamin Franklin" the other day and came across the following observations of that wise philosopher, scientist and statesman.¹ Substitute "machine-shop work" for "shipbuilding," "machine" for "ship," "belting" for "sails," "disposition of materials" for "disposition of lading," and so on, and it might have been written by Taylor shortly after he entered Midvale in 1880—so accurately does it picture the mental attitude which led to scientific management.

It has been remarked as an imperfection in the art of shipbuilding, that it can never be known, till she is tried, whether a new ship will or will not be a good sailer; for that the model of a good-sailing ship has been exactly followed in a new one, which is prov'd, on the contrary, remarkably dull. I apprehend that this may partly be occasion'd by the different opinions of sea men respecting the modes of lading, rigging, and sailing of a ship; each has his system, and the same vessel, laden by the judgment and orders of one captain, shall sail better or worse than when by the orders of another. Besides, it scarce ever happens that a ship is form'd, fitted for the sea, and sail'd by the same person. One man builds the hull, another rigs her, a third lades and sails her. No one of these has the advantage of knowing all the ideas and experience of the others, and therefore, cannot draw just conclusions from the combination of the whole.

¹ Harvard Classics Edition, pp. 163-4.

bers, yet who may not contribute even if they wished to without joining the parent society. Could they in some manner be attached first to the local, help sustain it and thus be led eventually to join the national? As matters now stand, they have little incentive for joining the society because they receive now practically all the regular member receives. If such men cannot be permitted to affiliate with us, in what way may our activities be financed, and what differentiation may be made between members and non-members?

VI. THE CHICAGO SECTION

Emil J. Schmidt, Secretary

A meeting for the organization of a Chicago Section of the Taylor Society was held Nov. 28, 1921. Seventeen members of the parent society were present. A temporary organization was effected and plans made for meetings and papers during the coming year. The program of the first regular meeting, to be held at an early date, will consist of a paper by Mr. Hugo Diemer on Taylor principles and the history and development of the Taylor Society. A truly admirable spirit is being manifested in the effort to develop an active, worthy section of the Taylor Society.

Even in the simple operation of sailing when at sea, I have often observ'd different judgments in the officers who commanded the successive watches, the wind being the same. One would have the sails trimm'd sharper or flatter than another, so that they seem'd to have no certain rule to govern by. Yet I think a set of experiments might be instituted, first, to determine the most proper form of the hull for swift sailing; next, the best dimensions and properest place for the mast; then the form and quantity of sails, and their position, as the wind may be; and, lastly, the disposition of the lading. This is an age of experiments, and I think a set accurately made and combin'd, would be of great use. I am persuaded, therefore, that ere long some ingenious philosopher will undertake it, to whom I wish success.

TO executives whose responsibilities include the direction of their business—the determination of future policies and plans—the following publications should be of especial interest:

"Price Changes and Business Prospects," by Leonard P. Ayres, Vice-President, Cleveland Trust Company. Published by The Cleveland Trust Company, Cleveland, O.

"The Business Cycle"; reprints of a series of articles which appeared in the Financial Supplement of the *New York Evening Post*; the first part dealing with the theory and principles of the cycle, the second part with practical applications of the principles, the third part with the present position of the country in the business cycle. Published by the *New York Evening Post*, 20 Vesey St., New York.

AFTER THE CONSULTING MANAGEMENT ENGINEER HAS LEFT THE JOB¹

SOME REFLECTIONS OF A MANAGER ON THE MAINTENANCE OF STANDARDIZED METHODS UNDER VARYING OPERATING CONDITIONS

By CHARLES F. O'CONNOR²

THE mind of the speaker—quite selfishly perhaps—has been dwelling upon a question raised at the Springfield meeting of our Society as to whether we were professional or business men when talking in terms of membership in the Taylor Society. Holding firmly to the opinion that we are two-fold in number, professional and business (the professional element being made up of those who by study and experience develop the science of management; the business element, on the other hand, composed of members who are managers of going concerns), it is my opinion that as a Society we ought to be giving some thought to those plants where the installation of scientific management has been made and which, because of the daily stress and strain, are apt to wander away from definite principles. Therefore in my thesis today I am talking for the business element of our Society, who I feel if neglected will be fed by extravagant and false claims and thus stray from the principles laid down by the profession. In other words I want to consider today the position of the Production Manager after the engineer has quit the job; I want to put to the Society the question whether or not it ought to consider more effective means for securing "an understanding and intelligent direction for the benefit of that manager."

2. Let us consider an installation of scientific management. An engineer makes the installation and from among the employees, or from outside, an assistant to the engineer is selected through whom direct application of the full theory is made. When the period of development is finished the engineer leaves the job with this assistant in charge as production manager. For a time there is intercourse between them, but new fields

¹ A paper presented at a meeting of the Taylor Society, New York, Dec. 2, 1921.

² Production Manager, Universal Winding Co., Providence, R. I.

of endeavor lead the engineer away and short-sighted business policies do not arrange for keeping the engineer in touch with the installation as an advisor. The manager, meantime, is carrying on the work laid out by the engineer. As in all construction work, superstructure has been created which at some time or other must be done away. When this time of diminishing return has been reached; when theory becomes practice; when, for instance, an accumulation of records such as premium records have reached a point that enough data are secured, the danger point for the manager is present. What can he safely do away with? What should he maintain and how much? The forces which are prevalent in all installations make themselves felt at this time. Those who are not for the installation feel the time has come when much can be thrown into the discard. They mistake the doing away with superstructure for an admission that much more can be done away with; they do not distinguish between structure and principles. If not quite so drastic they are seized with a mania for suggestion. Can we not minimize our symbolization? Are we not fooling ourselves in centralizing this and that function? Such are the thoughts and well-intentioned remarks of the skeptic. The more strenuous go so far that if the non-fulfillment of a promise date for delivery to a customer is encountered, it is the fault of the planning department that material is not on hand, though freight embargoes are the leading topic of discussion in all newspapers. Or if priority rulings make shipments impossible the sales department looks to the planning department for special freight trains. The system, as they are wont to call it, provides against all this, and, to cite a change of a physical nature, war conditions may conspire to the effect that lack of storage space results in the diminution of our double bin storage layout. The management at this stage is confronted with