

FORMULA FOR AN EFFICIENT WORKMAN

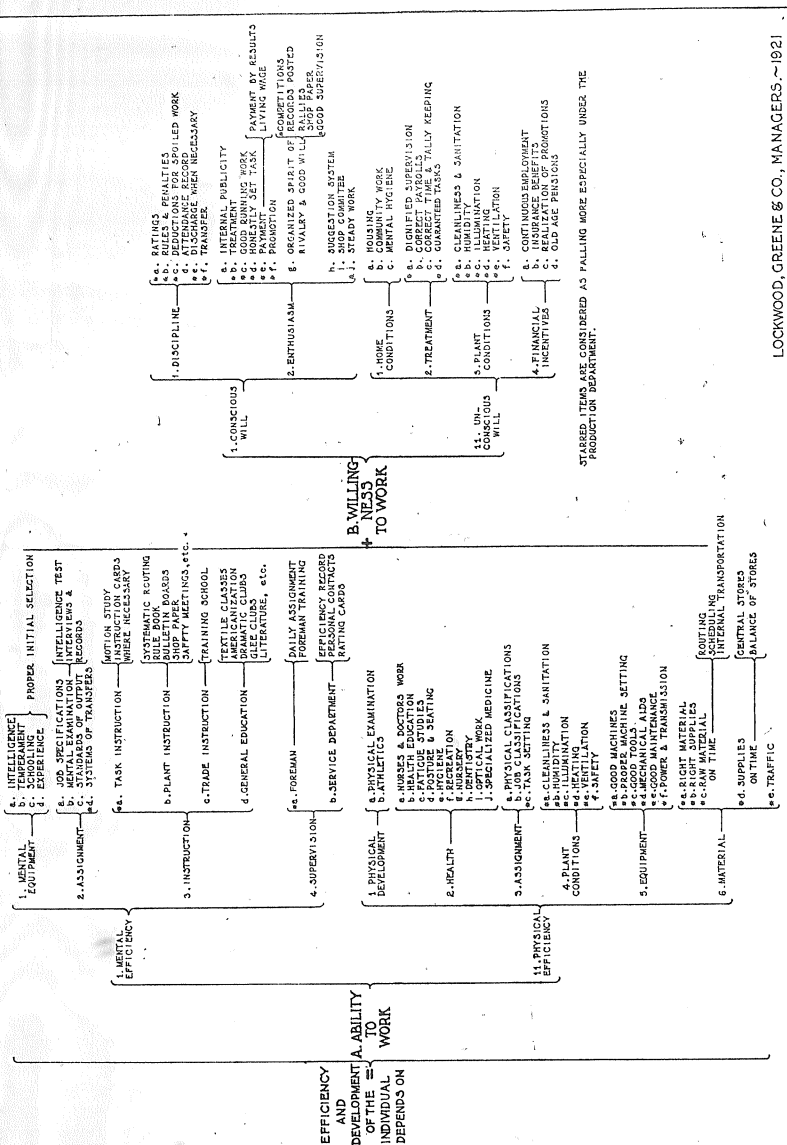


TABLE I. FORMULA FOR AN EFFICIENT WORKMAN

THE FORMULA FOR AN EFFICIENT WORKMAN¹By BOYD FISHER²

BELIEVING that the most valuable product of this meeting will come from the discussion, I take the liberty of presenting my paper in tabular form (See Table 1) preceded by a brief explanation, as follows:

Lockwood, Greene & Co., Managers, feel that whatever the development of machinery and processes, the human being is still the unit of efficiency and that the greatest progress of management will be found in considering the worker not as an incident to, but as the chief factor of production. Improved methods and machines are considered as devised to help the worker, and when he is kept always in mind there is less danger of neglecting phases of his development and bringing about industrial discord and social ills. This is the sincere and unprompted view of Mr. S. Harold Greene, President of the Company. The Service Department is his creation and one of his chief interests. He depends upon it to secure the greatest efficiency and development of the individual workman.

The Service Department, in conference, has devised this formula as representing, to its best present knowledge, all of the factors which regulate the efficiency and the development of the individual workman. We do not believe that this chart indicates the relative weight of all factors, nor do we have any special point to make in the way the chart is put together. For instance, "Enthusiasm" might have been placed over "Discipline," under the sub-heading "Conscious Will." So far as we now recognize them, this chart contains all of the principal items to be taken into consideration, but makes no attempt to sub-divide them into all of their ultimate activities in the plant. This is particularly true of the health section. We should be glad to learn of principal divisions which should be included, and which we have overlooked. It is recognized that the choice of terms is open to discussion and that in many cases our own experience or even mere chance has determined the vocabulary.

There is nothing final in our minds in the apportionment of supervisory responsibilities between the

Service (Personnel) Department and the Production Department. In the first place, in the textile industry we do not clearly distinguish between line and staff functions, and many things are set down under production in this department which should be consigned to some staff department, such as an engineering or a standards or a methods department. On this chart we wish merely to reassure the operating departments that by including things which they now do, if they are done, in a chart devised by a service department, we do not mean to take over the entire function of management. There is, of course, another meaning in this division of functions; namely, that all departments work together for the efficiency of the individual, and that neither service nor production nor any other department that might be created to swing some of these duties, can alone produce an efficient workman. To the traditional operating head, the number of things set down as belonging to the Service Department comes as a surprise, and he will need to be convinced that fully half the conditions of efficiency of workmen lie outside of his own province.

Lockwood, Greene & Co. is using this chart as the first step in a personnel audit. It is intended to guide the Service and the Production Departments in making inquiries as to what area of the individual workman's development is being neglected. It seems to us to be particularly practical for use in a traditional industry where such a device as time study or task setting is looked upon with distrust. When new methods are shown in perspective, they do not appear perhaps quite so formidable.

DISCUSSION

MEYER BLOOMFIELD:¹ What is the most striking feature of Mr. Fisher's formula? It is that practically nine-tenths of the items which he sets down fall within the scope of the powers of management. The workman is the recipient of their benefits.

Now it is logical and useful to set down what management can do and ought to do to bring about efficiency in the workman. To the extent that manage-

¹ A paper presented at a meeting of the Taylor Society, New York, Dec. 3, 1921.

² Service Department, Lockwood, Greene & Co., Boston.

¹ Bloomfield & Bloomfield, Boston, Mass.