

It is fully recognized that cooperation is essential between departments as well as between management and men. No organization can function successfully unless the sales and advertising, the financial, the manufacturing, the designing and all the other departments understand the full significance of cooperation and of putting organization policies above selfish and individualistic expedients. Progress will be impeded just to the degree that any department head does not recognize organization policies as more vital than his own. And each department head must consider his job not only from the point of view of the consumer but also from the point of view of the effect on plant morale of sales methods which insure as smooth as possible a flow of orders, routing methods which insure a continuous and fair flow of work, and planning methods which show an intelligent understanding and coordinating of manufacturing and sales. These are examples of devices of scientific management which have been largely developed during the past ten years and which are demonstrating as time goes on that industrial relations are subtly but vitally affected by technique of management. As an example of the effect of a scientific method of routing of work on the spirit of workers I might mention the difference between the plant in which I am now working and the various garment trade plants in another city where I had over two years' experience in placing girls in the needle trades. Many of the bitterest complaints of the girls I placed arose from the jealousies between workers incident to a hit and miss way of distributing materials to them. A girl in a white goods factory would complain that the girl next to her was "a favorite of the foreman and got all the easy work" while she insisted she was "the goat." Even in cases where, on investigation, I felt convinced in my own mind there was no favoritism shown I had no way of proving this to the worker. It was not enough to say, "Your foreman seems to be a fair-minded fellow"; but it would have cured the heartache had I been able to say, "There will be a system of distributing work to you which will insure a fair deal to all." In our own plant complaints concerning such matters vanished when a system of routing was introduced which eliminated any possibility of favoritism and hence any suspicion on the part of the workers. Here is an example of the fact that the presence of a "good heart" is not enough in the mind of the worker. He must be assured of the proper functioning of the good heart.

That is why it is inevitable that the man who "organizes for good will" pays unremitting attention to minimizing the unsteadiness of employment, to establishing a fair method of payment with no secrecy concerning the classification of rates based on the relative values of different jobs, to proper planning and routing methods, to the upkeep of machinery and equipment and to other matters vitally affecting the worker and his work. For all these matters are of vital import to any sound industrial relations policy. We have witnessed many pathetic failures of personnel departments in plants where these principles of plant management are not considered the basis of plant spirit.

Without disparaging the value of such obvious demonstrations of "interest in workers" on the part of management as rest rooms, recreational facilities, cafeterias, libraries, etc., it is becoming more and more evident that workers are expecting more of management in the technique of its job. The plant manager who thinks he is ingratiating his workers by merely giving them pleasant surroundings and then neglects the fundamentals of plant management is like the fond parent who tells all the neighbors how good he is to his little Willie because he gives him a pretty bedroom and nice clothes and then neglects little Willie's teeth and refuses to educate him. Little Willie may be temporarily happy but woe be unto the fond parent when little Willie wakes up. He will frankly tell his fond parent that the pretty room and the nice clothes were all very well and that every parent should attempt to give his son such things if he assumes the responsibilities of parenthood, but that other things were due him also—things of vital import to his physical and mental development. Workers are becoming more and more intelligent concerning the factors, both seen and unseen, which contribute to their earning opportunity and future development and employers will not indefinitely be able to hand out cant concerning vague and abstruse reasons for low wages and wage reductions when workers are cognizant of the shortcomings of management in the essentials of a good organization. One of the healthiest signs of mental activity in workers today is the demand that managers know how to manage.

And it is because of this insistent demand which I first heard so forcefully stated by Frederick Taylor himself many years ago, that personnel work must of necessity be inextricably bound up with every phase of plant management if industrial relations are to be

on a sound basis. For every single act of every single operative and every single executive in an industrial plant has a distinct effect on both the individual and group directly affected and on the individual and group indirectly affected. And a personnel department, if it pictures itself as a tool or a coordinating factor in an organization, can accomplish a real job in the acceleration of a unified policy and a fair deal for all. This it distinctly cannot accomplish, however, unless the management, too, has sufficient imagination to see this picture and to encourage the use of the co-ordinating tool.

There can be none of the shiftiness of the opportunist about personnel work which is the outgrowth of the sound principles of Frederick Taylor. It has been my privilege to examine into the methods of many employers during the past decade and to talk with workers from plants where there is a science of management and with those from rule of thumb plants, and I am more and more convinced that cooperation and confidence of workers can not be secured by employers whose labor policies shift with good and bad times. It is safe to make the statement that it was precisely because Taylor's policies and philosophy were based on consistent fairness and justice at all times that we find a spirit of confidence in management among the workers in scientific management plants whose basic labor policies coincide with those of Frederick Taylor. If a method of doing the work is good at one time it is good at all times. If it is merely a pretty frill that is good to look at but has nothing to do with the strength of the warp and woof of the organization there is no justification for its existence at any time. For Taylor's ideas were fundamentally sound and economical production was to him *sine qua non*. Those who have built consistently on the foundation he laid have therefore adhered to his policy of building surely and firmly for the future, installing only those methods which are sound and therefore economical in the upbuilding of an organization. Nothing is more economical than to establish machinery which will develop a body of healthy, prosperous, intelligent workers.

For what, after all, is the *raison d'être* of a personnel department? Its function, as repeatedly and insistently defined by Richard Feiss, is the maintenance of personnel. This is just as vital to the existence of an organization as is the maintenance of machinery. It involves the keeping of all positions filled with the best fitted and most cooperative personnel obtainable.

Such a conception of the function of a personnel department is not predicated on the theory that labor is a commodity. It simply means that the proper maintenance of labor requires as scientific and responsible an approach, as complete and thorough research in its field, as does the maintenance of machinery in a quite different field. Machines are sensitive to the touch of an expert. How much more sensitive, then, are we human beings and how much more important is it that our motives, ambitions, abilities and all the other factors which make us the complicated creatures we are, be studied with care and insight and that we be handled, also, with the touch of an expert.

But expertness in handling us, whether we are operatives or executives, must not be the exclusive art of any one department or any one executive. Unless personnel work is considered the very backbone of the job of all those in supervisory capacities it is a poor and feeble makeshift in an organization. The personnel worker is a mere coordinator; policies may be enunciated and subscribed to, but the duty still remains to see that they are interpreted consistently and without favor and that the machinery which is set up to insure a fair deal, equal opportunity and a consistent organization viewpoint, is kept oiled and in motion. It is only when human beings are working in healthful and pleasant surroundings, with opportunity for their individual development, with frankness and justice and democracy ruling in place of secret diplomacy and whim and autocracy that their work can be ably performed and their minds and bodies fit in the performance of it. It is in this sense that we repeat that the function of a personnel department is the maintenance of personnel.

Some managers find it easy to attribute the failure or imperfect functioning of their personnel departments to the shortcomings of personnel executives. Sometimes this is a fair analysis of such a situation. More often it is not. More often failure is due to lack of imagination and ability on the part of the manager himself. In too many cases which have come to my notice, managers have not so drawn their designs as to weave personnel work into the very warp and woof of the entire fabric. In such cases, because of the sensitiveness and complexity of modern industrial and business organizations, the threads of the loom are tangled instead of the pattern being enhanced. Let the constant reiteration of Taylor concerning scientific management that the man on top must know what it is all about, have due weight with