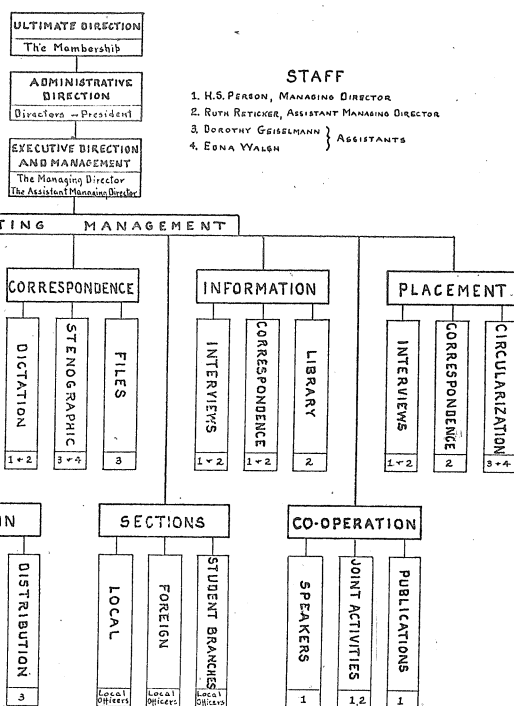


TAYLOR SOCIETY
AN INTERNATIONAL SOCIETY TO PROMOTE THE SCIENCE
AND THE ART OF ADMINISTRATION AND OF MANAGEMENT
29 WEST 39TH STREET
NEW YORK



Note: There are no standing committees; special committees for special purposes are appointed from time to time.

This functional analysis of the work of the Taylor Society is published in the BULLETIN in the belief that it will enable all members to become better informed concerning the scope of activities of the Society, and perhaps stimulate them to a wider and more intensive use of its facilities.

It is not offered as a model of what an organization chart should be. As one of our members recently pointed out in an important address, a chart in one plane cannot be an accurate chart; but we do not know how to draw a chart in more than one plane. It is not a logical chart, for only a chart constructed before an enterprise has got to functioning can be strictly logical, and this chart was not prepared until after six years of illogical development in response to the demands of members and to opportunities. It is simply a picture of the Society's activities.

It does have the merit of being a chart based on analysis of developed functions and not on a superficial relation of persons or of "departments." The major functions Membership and Finance pertain to the existence of the Society; the major functions Information, Meetings, Bulletin and Cooperation pertain to the promotion of good management; the major functions Sections and Correspondence facilitate contacts which promote all other functions. These major functions break up into unit functions, as is indicated. These unit functions are distributed among the personnel of the staff according to skill, aptitude or experience. The problem of departmentalization—impossible in an establishment of four workers performing a wide variety of duties—is avoided.

Note on Executive Salaries

Result of a Recent Questionnaire

AT the suggestion of a member, the Taylor Society recently made an inquiry concerning certain functional executive salaries. It was recognized that comparable data concerning executive salaries would be difficult to secure, chiefly for lack of an identifying terminology. For that reason it was decided to describe functions rather than to use executive titles, to limit the inquiry to what were believed to be fairly standard planning and personnel functions, and to send the questionnaire only to firms believed to have planning rooms of the Taylor type. It was hoped in that way to secure data which, although limited in quantity, would have the merit of reasonable homogeneity.

The returns, given in the table below, are interesting, and intensify the doubt whether it is possible to secure comparable data concerning executive salaries. The range from lowest to highest salary paid with respect to any one function is astonishing. It should be here noted as affecting the possible range that more than one firm in the group paying above the average stated that it would be willing to pay 50 per cent more than it reported, in the case of exceptional individuals. The range of salaries for any one function is explained in part by geographical location and in part by size of establishment, but these are far from a sufficient explanation. The probably correct explanation is that there are planning rooms and planning rooms, and personnel departments and personnel departments, and that a position in one organization, although functionally fairly identical with a position in another organization, is nevertheless quite different in its general and its detail responsibility as a part of a general scheme of operating control.

FUNCTION	DESCRIPTION	WEEKLY RATE			
		Lowest	Ave.	Median	Highest
1	In charge of department which lays out processing on orders; makes out forms whereby work is routed throughout shop — forms for each part, sub-assembly and final assembly, which bring related parts together for sub-assembly and assembly — designated in most but not all organizations as "routing."	\$28.00	\$60.50	\$57.50	\$104.00

FUNCTION	DESCRIPTION	WEEKLY RATE			
		Lowest	Ave.	Median	Highest
2	In charge of department which assigns work to individual machines or operatives and keeps records of progress of work through shop—designated in most but not all organizations as scheduling or "order-of-work."	\$38.00	\$55.61	\$50.00	\$100.00
3	In charge of assignment of personnel to departments and operations—in plants having a system of daily balancing of personnel to promote even flow of work through sequential operations — sometimes called "assignment work."	35.00	61.67	50.00	100.00
4	In charge of time study—supervision of observers, interpretation of observations and setting of tentative rates for approval and shop tryout.	34.50	65.06	67.50	100.00
5	Assistant to chief time study man concerned with making of time study operations and mathematical computations for chief time study man.	35.00	45.14	42.50	67.50
6	In charge of balance of stores records in the planning room, supervising clerical work in posting records, the issuance of automatic balance purchase requisitions, etc.	34.50	53.83	50.00	80.00
7	In charge of statistical department concerned with statistics of orders, sales, production, wages, costs, etc., and with their correlation, but not with general industrial and barometric statistical research.	40.00	64.22	65.00	100.00
8	Personnel manager—the responsible head of a functionalized personnel department.	42.50	80.44	70.00	162.50
9	Assistant to Personnel Manager in charge of a personnel function such as employment, or recreation.	35.00	45.92	40.25	80.00