

Skeleton Program of the December Meeting

December 4—6, 1924

Engineering Societies Building, New York

Thursday, December 4

- I. Joint Sessions with the Management Division of the A. S. M. E.
- 9:30 A.M. Reexamination of Taylor's paper on Shop Management.
—MORRIS L. COOKE
Development of a Modern Hosiery Plant. —SANFORD E. THOMPSON
and H. T. ROLLINS
- 2:00 P.M. Production Control.
—GEORGE D. BABCOCK
Design, Manufacture and Production Control of a Standard Machine.
—R. E. FLANDERS

II. Business Sessions

- 1:00 P.M. Directors' Meeting.
6:30 P.M. Dinner and Business Meeting.
—SPEAKER TO BE ANNOUNCED

Friday December 5

Simultaneous Sessions

- I. General Sessions
- 9:30 A.M. Visualization of Management Control—I. —JOHN H. WILLIAMS
- 2:00 P.M. Visualization of Management Control—II. —C. L. BARNUM
- 8:00 P.M. What Industrial Psychology Asks of Management. —W. V. BINGHAM
The Bases of Industrial Psychology.
—ELTON MAYO
- II. Sessions for Teachers of Management
- 9:30 A.M. Content of Courses in Management.
—JOSEPH W. ROE
and NATHANIEL G. BURLEIGH
- 2:00 P.M. What is Management?
—H. S. DENNISON

Saturday, December 6

Simultaneous Sessions

- I. General Session
- 9:30 A.M. Analytic Method of Determining Sales Policy. —W. A. McDERMID
- II. Younger Members' Session
- 9:30 A.M. Overcoming Obstacles in an Installation. —MORRIS L. COOKE

Save the Dates—Plan to Attend This Meeting

The London Power Congress

OF THE over four hundred papers to be presented at the First World Power Congress (June 30—July 12) in London, probably those which will be of greatest use to members of The Taylor Society are those dealing with standardization, with industrial or engineering education, and the one or two on health conditions and on applied psychology. These furnish valuable detailed information that is directly usable in our work. However, there is much additional for management in this enormous, almost monumental, collection of information.

Scattered through the papers is both conscious and unconscious acknowledgment not only of the possible value but of the proved and practical usefulness of standardization; of the increasing realization that the *human* is the most important element, and that its wise supervision and cultivation results in measurable increase in worthwhile efficiency; of the value of a technic for study of the human element, and of its right to a recognized status not only in scientific but in engineering research.

The many papers of great national and international significance, and the historical, economic and future development of power in all its aspects have an educational value to everyone. But the management man must rejoice that he has a recognized part in the present work and future plans and is a welcomed cooperator in all these significant undertakings.

LILLIAN M. GILBRETH
Consulting Engineer, Montclair, N. J.

You Will Want a Copy of This Reprint

THERE is a continuing demand for certain articles which appeared in issues of the BULLETIN of which the supply is exhausted. We have reprinted from the November, 1915 issue Mr. Feiss's "Personal Relationship as a Basis of Scientific Management." The growth of the Society has been tenfold since the article was first published and it will be new to the majority of our readers. Although it is a statement of nearly ten years ago, the philosophy, methods and results are identical with what the author would present were the paper to appear as a new one of today. A copy will be sent to any reader upon application to the office of the Taylor Society.

How the Division of Simplified Practice Plans
Conferences with Organized Trade Bodies¹

Instructions of Procedure of the Division of Simplified Practice,

Bureau of Standards, Department of Commerce

By C. L. BARNUM¹

Special Agent, Bureau of Standards, Washington, D. C.

A PRINCIPAL object of the Division of Simplified Practice is to secure a reduction in the variety of forms, sizes, etc., of the products of an industry through voluntary agreement by those in the industry. More than seventy groups are using the Division's service in working out definite simplified practice recommendations. To give a few examples of reductions secured during the past few years by such voluntary action on the part of manufacturers and distributors concerned in each instance, the variety of vitrified paving bricks has been reduced from 66 to 5; of beds, springs and mattresses from 78 to 4; of milk bottles from 49 to 9; of range boilers from 130 to 13; of woven wire fence packages from 2072 to 138.

The Division of Simplified Practice has no authority to compel reduction in variety, and reduction must be the result of voluntary agreement by those in an industry, in response to a presentation of facts and arguments proving the desirability of simplification. Therefore the procedure of the Division of Simplified Practice must be chiefly the presentation of pertinent information at meetings representing manufacturers, distributors or consumers, either to extend knowledge of the general program of the Division or to outline the steps necessary for cooperation, and at general conferences representing all interests in an industry, called to take action towards simplification.

Other activities of the Division are concerned with the making of surveys of existing diversity—sizes, varieties, finishes, brands; their relative importance; the lines of probable future development; items which can be eliminated with certain, probable or possible advantage. The survey is conducted by persons outside the Department of Commerce, usually the Trade

Association Secretary in the industry concerned. The Division of Simplified Practice cooperates in appointing the person or committee making the survey a representative of the Secretary of Commerce, thus adding the prestige of his name, and in making available the experience of the Division, gained by contact with procedure used in other surveys, in the preparation of questionnaires and the compiling of reports presenting the facts.

Instructions of Procedure have been prepared by C. L. Barnum, Special Agent, Bureau of Standards, for the guidance of the personnel of the Division of Simplified Practice in conducting the work of the Division. It constitutes a standard practice.

The following document is that part of the Instructions of Procedure which has to do with meetings and conferences. It is doubtful whether so complete a set of instructions for the conduct of conferences or meetings has ever before been prepared; at any rate we cannot recall that one has ever been published. These instructions are published, therefore, as being a definite contribution to successful conference procedure, and as having a high suggestive value for many of the members of the Taylor Society.

The instructions as printed reproduce so far as possible the form of the typewritten instructions. The exhibits refer to printed and mimeographed materials of the Division which it has not been practicable to reproduce. In his discussion of "Visualization of Management Control" at the December meeting, as announced on page 193, Mr. Barnum will include instructions for writing instructions, and will explain the reasons for the adoption of this particular form and the resultant benefits.

For permission to publish them the Society is indebted to the courtesy of Mr. Ray M. Hudson, Chief of the Division of Simplified Practice.

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