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Contents

Comment	129
Scientific Management and Organized Labor Today	132
By Geoffrey C. Brown Discussion by Robert B. Wolf, Hugh Frayne, John A. Fitch, H. C. Metcalf, Spencer Miller, Jr., and Noel Sargent.	
Experimental Psychology in Personnel Problems	154
By C. S. Yoakum Discussion by Adalbert Ford, Lillian M. Gilbreth, Z. C. Dickinson, and Harry A. Wembridge.	
The Work and Aims of the Taylor Society	164
By Percy S. Brown	
Production Control Reports in Office Management	168
By Frank L. Rowland "He Built Better Than He Knew"	171
By John A. Fitch	
The Momentum of Taylorism	174
By Stuart Chase	
Reviews	175

Comment

IN THIS issue appears a new statement by President Brown of the work and aims of the Taylor Society. The statement, because of its new emphasis, is noteworthy; but it should be observed that the aims described have been consistently held by the Society since its organization over fifteen years ago. These aims focus upon the master purpose of helping industry to approach all phases of its problem—production, marketing, human relations, whatsoever others—in the engineering manner. And by engineering manner is meant the open mind and the use of scientific method in search for the truth.

THE open mind toward experience requires the open forum for appraisal of experience. For just as the field of determination of facts by scientific method is growing broader, the field of determination of the significance of the facts is likewise growing broader, this latter determination being a group rather than an individual responsibility. The value of the open mind utilizing the open forum was interestingly illustrated at a recent discussion of scientific management and organized labor.

MANY managers and leaders of labor still believe that organized labor will never tolerate scientific management. Yet there is the significant work of Robert Wolf in the pulp industry, of Otto Beyer in the B. & O. Shops and now in this issue we are able to present a case in plate glass manufacture reported by Mr. Geoffrey C. Brown. Mr. Brown's experience is significant, for it is a report of official union cooperation even in the use of such proscribed mechanisms as time study and production standards.

STUDENTS of management are indebted to Mr. Brown for preparing the report, to the New York Metropolitan Section for providing the forum, and especially to officials of organized labor for interest and frank discussion. The case itself is of primary importance, for it is in the behavior of individual enterprises that one finds the true story of new motives and attitudes; but frank discussion is nearly as important for common understanding of the nature and significance of steps already taken is essential to further progress in the right direction.

DURING the days of most vigorous controversy a dozen years ago, thoughtful observers were confident that the facts of the situation which caused controversy were transitory, that there would come a time when organized labor would be disposed to experiment with scientific management, and that eventually the time would come when organized labor would utilize scientific management as its most powerful instrument for promoting labor's interests. There are signs that we are now entering the second of these stages, and we are more confident than ever that the third is not far distant.