

Objects of the Taylor Society Incorporated

The objects of this Society are, through research, discussion, publication and other appropriate means:

1. To secure—for the common benefit of the community, the worker, the manager and the employer—understanding and intelligent direction of the principles of administration and management which govern organized effort for accomplishing industrial and other social purposes.
2. To secure the gradual elimination of unnecessary effort and of unduly burdensome toil in the accomplishment of the work of the world.
3. To promote the scientific study and teaching of the principles governing organized effort, and of the mechanisms of their adaptation and application under varying and changing conditions.
4. To promote general recognition of the fact that the evaluation and application of these principles and mechanisms are the mutual concern of the community, the worker, the manager and the employer.
5. To inspire in labor, manager and employer a constant adherence to the highest ethical conception of their individual and collective responsibility.

Membership

The membership of the Society comprises Members, Junior Members, Honorary Members, Life Members, Firm Members, Contributing Members and Student Associates. Application for membership should be made on a regular form which may be secured from the Society. New members may be elected directly to the grades marked*.

1. *Member: An individual interested in the development of the science and the art of management as engineer, executive, operative, scientist, investigator or teacher. Minimum age 28. Initiation Fee, \$15. Annual dues including subscription to the Bulletin, \$20.
2. *Junior Member: A younger member. A Junior Member may become a Member without payment of additional initiation fee at 28 years of age and must change to Member at 30 years. Initiation Fee, \$5. Annual dues including subscription to the Bulletin, \$10.
For any of the above grades a person engaged in educational work, state service, government service or the service of any other non-commercial enterprise of an eleemosynary nature shall pay one-half the initiation fee and one-half the annual dues of the grade to which elected.
3. *Honorary Member: A Fellow, over 50 years of age, who has rendered exceptionally distinguished service in the advancement of the science and the art of management.
4. *Life Member: Any Fellow or Member who has prepaid all dues by the payment of \$500.
5. *Firm Member: A firm or organization interested in the advancement of the science and the art of management which desires to make the service of the Society available to members of its organization. A firm member designates two representatives (who may be changed from time to time at the organization's discretion) who have all the rights and privileges of membership except the right to vote and to hold office. Annual dues, including two subscriptions to the Bulletin, \$40.
6. *Contributing Member: Any individual, firm or organization desiring to promote the work of the Society by an annual contribution of \$100 or more. A contributing member has all the privileges of personal or firm membership, as the case may be, including one subscription to the Bulletin for each \$20 contributed.
7. *Student Associate: A regularly enrolled student of management in any school of engineering, business administration, commerce or arts, of collegiate rank, or a graduate of such institution who has applied for membership not later than one year after graduation, elected upon recommendation of the instructor in charge of management courses. A Student Associate may become a Junior Member, without payment of initiation fee, any time after graduation and must become a Junior Member at the age of 25. Annual dues including subscription to the Bulletin, \$3.

All dues are payable in advance, either annually or in semi-annual installments. The fiscal year is November 1 to October 31. Members elected other than at the beginning of the fiscal year are charged pro rata (quarterly) for the first year.

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Spring Meeting of the Taylor Society
and
Washington Conference of the Personnel
Research Federation
May 9-10
Washington, D. C.

(See page 343)

Comment

IN THIS issue of the Bulletin are presented papers of more than ordinary interest with respect to subjects and treatment. Mr. Cooke emphasizes the necessity of workers' consent and morale as technical aspects of time study; Mr. White describes a case representing the beginnings of the application of scientific management in an industry which is notorious for inefficient management; Mr. Hopf makes an engineering approach to the problem of bank organization, beginning, as the engineer should, with an examination of technical functions and proceeding from that point to consideration of organization, co-ordination, and other detail problems; and Mr. Rich, whose paper set the subject of discussion at an interesting session of younger members of the Society, gives some sane and wholesome advice concerning the staff executive's problem of adjustment to and co-operation with line executives.

THE reader will recall that the organized employers and organized workers of the Cleveland ladies garment industry made an agreement some years ago of which the object was regularization of operations and employment in the Cleveland market. The employers undertook to provide practically continuous employment and the workers agreed to support production standards. Measurement by stop-watch time study was the method adopted for determination of standards. Recently at the request of both parties to the agreement an investigation was made of the working of this method of determining standards. As was to be expected, it was discovered that many of the standards were not being established with satisfactory precision. But this finding did not lead to the suggestion by either party that this method of measurement be abandoned; on the contrary it brought from the workers a rather sharp suggestion that the method be improved. Says the workers' comment on the report of the investigator: "In our estimation from the viewpoint of time study data such as must be used if the standards system is to prove fair and satisfactory, there can be only two standards, namely, 'accurate' or 'reliable' and 'inaccurate' or 'unreliable.' There can be no grade between." If this point of view of workers extends throughout industry we may be able to free ourselves of much superficial, inaccurate and harmful utilization of the stop-watch.