

IN THE *American Federationist*, official organ of the A. F. of L., of April, 1927, appeared the following significant editorial comment on Mr. Cooke's paper (the italics are ours):

"Perhaps it should be recalled right at the start that good time study has never been conducted outside the workers' knowledge and consent and that the co-operation of the particular individual being studied is requisite to satisfactory results." This keynote sentence in a paper recently read by the President of the Taylor Society indicates how the leaders in the movement for scientific management relate the worker to plans for better production.

"The paper was a report on a recent investigation of production standards undertaken for the Cleveland Ladies Garment Workers' Union. The time studies were undertaken as a productive problem and not as a means to wage determination. The union was an integral factor in the undertaking, jointly responsible with the employers.

"Mr. Morris L. Cooke, who directed the study and reported to the Taylor Society, made a notable contribution to these discussions of the Society on principles of labor relations, which began with the insistence of Robert S. Valentine upon 'consent.' The principle of consent is that upon which trade unions rest. *Organized labor realizes that improvements in technique, better methods of providing materials, and all things that contribute to efficiency are matters which affect their interests and welfare. We are therefore interested in furthering such undertakings when based upon the principles of co-operation as enunciated above.* The basis upon which the Cleveland investigations were conducted made possible co-operation and satisfactory results."

AS FURTHER testimony of organized labor's attitude towards co-operation in the development of better methods of production, we call attention to an important conference held at The Labor Institute, Philadelphia, April 9 and 10, under the auspices of the Central Labor Union and the Labor College of Philadelphia. This was, we believe, the first conference devoted to such a subject ever held by labor; and it was for that reason, as well as by reason of the substantial quality of its program, a noteworthy event. There were four sessions. At the first session four union

leaders presented facts concerning labor's present efforts to co-operate in elimination of waste, and concerning opportunities for further co-operation. At the second session, a "Waste Dinner," Major Fred J. Miller, engineer-executive; Matthew Woll, union executive, and Irving Fisher, economist, discussed the subject from their respective points of view. At the third session Geoffrey C. Brown, Sanford E. Thompson and Robert T. Kent presented the consulting engineers' point of view. The fourth session was a mass meeting on union-management co-operation, at which there were addresses by industrial executives and several union officials, the principal address being that of William Green, President of the American Federation of Labor. The Bulletin will have the privilege of presenting in its next issue four important papers of this conference.

COMMENTING editorially upon this conference the *Evening Public Ledger* of Philadelphia said: "The Conference on the elimination of waste in industry just held in this city under the auspices of the Central Labor Union and the Labor College marked the beginning of a new industrial epoch . . . the leaders of the American Federation of Labor and the leaders in the various unions are taking a comprehensive view of the whole question of production and its relation to wages." The *Evening Bulletin*, Philadelphia, remarked editorially as follows: "Employer and employe alike can find in the discussion of labor's interest in waste and its elimination by President Green, of the Federation of Labor, encouraging food for thought . . . nowadays intelligent management does not drive; it leads. Intelligent labor does not obstruct; it co-operates." That the conference should have received such editorial notice is evidence of the significance of the discussions. Perhaps the most significant aspects of the conference are that labor has again put itself upon record as favoring constructive co-operation with management, and that this latest expression of policy came from local organizations, thereby indicating that interest in waste elimination and other aspects of better management is receiving the attention of leaders in close contact with the rank and file of workers. We hope that this was but the beginning of such local conferences. They should make for greater and greater effectiveness.

## Morale as a Factor in Time Study Technique<sup>1</sup>

As Illustrated by a Recent Investigation of the Production Standards Used in the Garment Industry in Cleveland

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PERHAPS it should be recalled right at the start that effective time study has never been conducted outside the worker's knowledge and participation, and that the co-operation of the particular individual whose work is being analyzed is requisite to satisfactory results. Now, however, it is becoming evident that group reactions vitally condition the effectiveness of time study. More and more we recognize time study as one factor in a total situation and not as a thing apart. Morale—the state of mind of the group—has become precedent to the proper practice of time study and to any reasonably accurate determination of production standards for the individual.

Because of time limitations I will seek to confine the discussion to that phase of time study which has for its purpose the determination of the quantity of a given kind of work which can and should be performed by a given worker in a specified unit of time. These measures of the output of the individual worker are referred to in the Cleveland Agreement about to be described as "production standards." This treatment will be to the exclusion of such aspects of time study as the standardization of process which is assumed to be a wholly necessary preliminary and the inducements, financial and non-financial, designed to insure the performance of given tasks. No special attempt will be made to develop the arguments which seem to favor time study as an essential factor in the industry of the future. In this connection, however, it is important to have in mind that time study has a function to perform in industry quite distinct from the determination of the skill or productivity of the individual worker. As a means of detecting waste motions and wasted effort generally and as a guide in deter-

mining the one best way process engineering will increasingly depend upon time study.

During the War many of the garment<sup>2</sup> manufacturers of Cleveland were engaged on Government uniform contracts. Largely through the good offices of the the Secretary of War the employers of the market and their organized employes<sup>3</sup> were led to enter into a co-operative agreement in order "to preserve peace in the industry and to further their mutual interests in the common enterprise." The preamble to this Agreement reads:-

In view of their primary responsibility to the consuming public, workers and owners are jointly and separately responsible for the cost and quality of the service rendered. It is agreed that cooperation and mutual helpfulness are the basis of right and progressive industrial relations, and that intimidation and coercion have no proper place in American industry.

The Agreement further holds:-

That it is due to the consuming public whose patronage supports the industry as well as to the very existence of the industry in Cleveland itself, that all activities, decisions and arrangements growing out of the Agreement, shall be based on the principles of true efficiency and the necessity for the lowest unit cost of production possible under the wage scale as determined by the Referees.

Our time will not permit even a summary of the various points covered by this Agreement which during the eight years of its existence has been wholly successful in keeping peace in what has usually been considered a turbulent industry. The administration of the Agreement, is in the first instance, in the hands of a committee of two<sup>4</sup>

<sup>1</sup>Technically women's cloaks, suits and dresses are known as "garments," while men's suits and overcoats are known as "clothing."

<sup>2</sup>Members of the International Ladies Garment Workers Union.

<sup>3</sup>Mr. Abe Katovsky, Business Agent of the Cleveland Joint Board of the International Ladies Garment Workers Union, and Mr. Fred C. Butler, Manager of the Cleveland Garment Manufacturers Association.

<sup>4</sup>A paper presented at a joint meeting of the Metropolitan Section of the Management Division of the American Society of Mechanical Engineers and the Metropolitan Section of the Taylor Society, New York, March 9, 1927.