

Objects of the Taylor Society

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, Fellows, 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.

3. **Fellow*: A member elected Fellow in recognition of distinguished contribution to advancement of the science and the art of management. Annual dues including subscription to the Bulletin, \$20.

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.

4. **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.

5. **Life Member*: Any Fellow or Member who has prepaid all dues by the payment of \$500.

6. **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.

7. **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.

8. **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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BULLETIN OF THE TAYLOR SOCIETY

AN INTERNATIONAL SOCIETY TO PROMOTE THE SCIENCE
AND THE ART OF ADMINISTRATION AND OF MANAGEMENT

Published by the Taylor Society at
Engineering Societies Building
29 West Thirty-Ninth St.
New York

Copyrighted 1926, by the Taylor Society. Published every
other month. Per Year to Members \$2.50; to others \$3.00.
This Issue \$1.50.

Entered as second-class matter, Dec. 17, 1921, at the Post Office at New York
N. Y., under the Act of March 3, 1879.

VOL. XI JUNE-AUGUST, 1926 Nos. 3 and 4

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Acknowledgment

ON behalf of our members we make sincere acknowledgment to the Dennison Manufacturing Company for the availability in this issue of the reprint of a rare public document, a classic in management literature, the testimony given by Taylor in 1912 before a special committee of the House of Representatives. Appreciative of the value of the testimony as an exposition of a philosophy of management, and also of the rarity of the public document in which it appeared originally, executives of that company suggested that it should be made available to our members by a reprinting in the Bulletin. Furthermore, appreciative of the expense involved in the publication of so voluminous a document, the Dennison Manufacturing Company set the type in its own plant and contributed the composition towards the expense of publication. To that company therefore on behalf of our members we render acknowledgment.

Comment

ACCORDING to his biographer¹ this testimony represents "Taylor's most heroic attempt to elucidate the philosophy of scientific management in a popular way," and is important "not only because of the light it will throw on the general aims towards which all his workaday activities were directed from his early youth, but also because it is racy with the flavor of his personality." Apparently it was printed as a public document as reported by the official stenographer, without revision or editing, which accounts for the repetitions and looseness of structure. "To an unusual degree," says the same authority, "Taylor writing and Taylor talking were different persons. When he wrote, he habitually chose his words and constructed his sentences with exceeding care; when he spoke, he, equally as a matter of habit, just let himself drive."

THIS statement by Taylor was brought out by the following chain of circumstances. Tariffs calling for a general advance in rates had been filed with the Interstate Commerce Commission by the railroads of the northeastern section of the United States in the early summer of 1910. At hearings held in September, October and November dramatic testimony concerning scientific management was introduced by Louis D. Brandeis, an attorney for the shippers. Says Drury,² "The effect of the insertion of the scientific management argument into the rate hearings contest was felt almost instantaneously by the whole country. Only a few days after the introduction of the evidence, the early December reviews of current events gave great space to the dramatic testimony of some of the witnesses. By January, one of the leading railroad journals had begun a series of articles in which the railroads were defended against the implication that they were inefficiently managed. All through January, February, March and every month of 1911, the periodical press, popular as well as technical, was filled with explanation after explanation as to what scientific management is, why it is good, or why it is worthless. By the fall of 1911, Dartmouth College had arranged for a conference to spread information as to the merits of scientific management; while on the other hand, owing to the demands of organized labor, a special

¹Copley, "Frederick W. Taylor," Vol. I, p. 9.

²"Scientific Management" in *Columbia University Studies in History, Economics and Public Law*, Vol. LVI, No. 2, 1915, p. 18.