

STATISTICS OF WAGES  
OF  
TABOR MFG. CO.

AT TIME OF EMPLOYMENT				PRESENT DATE		
Name of Employee	Date	Occupation	Rate at which Employed	Occupation	Average Wages Earned	Percent. of Increase
			Per Hour		Per Hour	
			\$0.12		\$0.31	158
Allibone, W.	6/22/05	Tool boy	.24	Machinist	.36	50
Angerman, C.	6/13/04	Machinist	.26	Machinist	.39	50
Anderson, C.	12/13/09	Machinist	.25	Machinist	.41	64
Bradley, G.	10/17/02	Machinist	.15	Machinist's helper	.23	44
Bierschank, W.	9/10/04	Machinist's helper	.16	Machinist	.22	22
Bryson, D.	10/29/06	Colored laborer	.18	Milling machine	.31	72
Blackwell, W.	2/16/05	Colored janitor	.18	Janitor	.22	22
Brogan, P.	6/27/07	Drill press	.22	Timekeeper	.24	11
Bruan, S.	10/20/10	Timekeeper	.28	Pattern maker	.38	36
Bardsley, A.	1/5/10	Pattern maker	.16	Tool boy	.19	19
Boasman, W.	3/13/10	Colored tool boy	.25	Gang foreman	.54	118
Carter, J.	1/12/03	Machinist	.16	Turret lathe	.18	13
Clark, H.	3/12/10	Apprentice, lathe	.15	Laborer	.40	167
Cox, C.	1/1/1900	Laborer	.28	Machinist	.37	32
Foreman, E.	1/10/10	Machinist	.31½	Blacksmith	.47	49
Fields, M.	8/10/03	Blacksmith	.22½	Machinist	.34	51
Goodwin, C.	6/19/05	Machinist	.25	Machinist	.40	60
Hamilton, J.	5/31/05	Machinist	.25	Machinist	.28	28
Kennedy, B.	3/1/05	Machinist	.18	Laborer	.22	22
Connelly, H.	8/29/06	Colored machinist helper	.16	Machinist	.34	113
Evans, W.	8/19/09	Milling, under instruction	.18	Pipe fitting	.26	45
Freck, J.	5/26/01	Pipe fitting	.25	Inspector	.40	60
Foreman, E.	3/24/02	Tool maker	.20	Chipper	.25	25
Fields, M.	9/13/06	Laborer	.24	Mill wright	.31	29
Goodwin, C.	1/31/02	Miscellaneous	.22	Drill press hand	.35	59
Hamilton, J.	2/25/02	Drill press hand	.20	Miscellaneous	.28	40
Kurz, W.	3/22/07	Miscellaneous	.26½	Woodworker	.37½	42
Kennedy, P.	11/30/01	Woodworker	.27½	Machinist	.35	20
Keppner, R.	9/23/01	Machinist	.24	Miscellaneous help	.32½	35
Klenk, J.	6/1/09	Miscellaneous help	.34	Gang boss	.50	47
Loucks, S.	8/21/02	Gang boss	.28	Pattern maker	.40	43
Laney, W.	10/17/06	Pattern maker	.25	Metal pattern fitter	.40	60
Marsden, T.	5/15/05	Metal pattern fitter	.20	Machinist	.38½	93
McCullough, C.	7/19/05	Machinist	.12	Machinist	.36	200
Nolan, J.	6/17/04	Machinist apprentice	.05	Draftsman	.36	620
Paxton, W.	10/11/05	Drafting apprentice	.36	Feed and spend time study in Planning Department	.52	44
Pfendner, J.	8/13/07	Toolmaker	.16	Grinder	.22	38
Ricketts, E.	9/26/10	Grinder	.20	Machinist	.35	75
Reiff, E.	6/24/04	Drill press	.22	Machinist	.35	59
Rommel, C.	8/17/04	Machinist	.18	Oiling machinist and belt man	.22	22
Reed, H.	4/16/07	Oiling machinist and belt man	.28	Machine repair man	.35	25
Rosi, F.	10/5/09	Machine repair man	.22	Machinist	.38	72
Shire, P.	7/15/06	Turret lathe	.25	Gang foreman	.54	116
Sherman, J.	3/31/04	Machinist	.30	Routing clerk	.47	57
Ski, J.	11/5/05	Machinist	.46	Gang boss	.56	22
Snyder, T.	2/15/06	Gang boss	.10	Turret lathe hand	.19	90
Tait, J.	4/4/10	Tool boy	.12	Grinder	.25	108
Warner, J.	2/3/10	Grinder	.10	Tool-room attendant	.24	140
Warner, J.	12/18/05	Tool boy	.16	Tool grinder	.28	75
Shipley, A.	8/22/06	Machinist's helper	.20	Grinder	.25	25
Shpley, A.	3/10/10	Grinder	.26	Machinist	.34	31
Holmes, A.	9/1/09	Machinist				
Wells, W.						
Wald, M.						
Wald, H.						
Wetzell, J.						
Wilson, J.						
Walters, E.						

Total, 3811—73.5 per cent individual increase.

ferred vastly more than the man through inefficiency, but both are sufferers from it.

Mr. Redfield. If that is the case is the company the greater gainer from efficiency?

Mr. Taylor. I should say they were both the gainers from efficiency, but it is very hard to say which is the greater. The great gain which the man gets from efficiency, to my mind, the greatest gain which he gets, is permanence of employment. That his company is more apt to have work going along steadily in dull times than the inefficient company, and so the man gains through steadiness of employment, whereas the company gains through having its work well done and cheaply as well as quickly done, and through being able to fill its orders quickly instead of filling them slowly, and so is able to get a much larger business.

Mr. Redfield. The suggestion was made in Boston that you were interested in the Tabor Manufacturing Co., and as a part proprietor, and that it was an understood part in the adoption of the Taylor system of scientific management that apparatus made by the Tabor Manufacturing Co. was recommended or preferred and was, as a matter of fact, bought. To what extent, if at all, is that true?

Mr. Taylor. I own 120 shares in the Tabor Manufacturing Co., all of which I bought absolutely as a matter of trying to help out my friend, Wilfred Lewis (the owner of the Tabor Manufacturing Co.), when he was in dire straits and his company had almost failed. Under the old system of management he was on the verge of failure, and he begged me to buy these shares of him to help him tide over his troubles. I bought those shares, and that is my interest in the Tabor Manufacturing Co.

Mr. Chairman. You have 120 shares out of a total number of how many shares issued by the company?

Mr. Taylor. I really do not know what the capitalization is. My friend Mr. Tabor here says there are 1,500 shares in the company.

Mr. Redfield. You have, then, about a one-fifth interest?

Mr. Taylor. Oh, no.

Mr. Redfield. Then it is not a majority interest?

Mr. Taylor. No; and I never have received a cent from it.

Mr. Redfield. Is it, or is it not, a fact that it is a part of the application of the Taylor system that it will be utilized indirectly for the sale of the products of any company in which you are interested. If it is, we want to know it.

Mr. Taylor. Why, no; what a ridiculous—why, no.

Mr. Redfield. The charge was made in the testimony in Boston.

Mr. Taylor. It is absolutely untrue.

Mr. Redfield. That is what I want to know—if it is true or false.

Mr. Taylor. Why, absolutely false.

Mr. Redfield. We want to know if this being worked to fill your pockets, directly or indirectly. It was said at Boston that something of that kind was true, and I want to know.

Mr. Taylor. It is absolutely false. I have never had a dollar of dividends from the Tabor Manufacturing Company.

Mr. Tilson. I should like to ask you one general question: How many concerns, to your knowledge, use your system in its entirety?

Mr. Taylor. In its entirety—none; not one.

Mr. Tilson. Then how many concerns use substantially your system?

Mr. Taylor. Oh, a very great many, Mr. Tilson. As to how many in numbers, I cannot say, and I want to tell you why: In the first place, I will have to again define what I mean when I say that a company is using our system of management. After the management of that company have gone through this mental revolution of which I spoke at length in my direct testimony and after the workmen have substantially gone thru a similiar mental revolution, and both sides have become friends instead of practical enemies (that is the revolution I refer to, but this alone is not enough to constitute scientific management); when, in addition to this, those on the management side recognize that it is their duty to make a scientific investigation of all the facts, a scientific study of all of the elements of their business—when a company has passed thru those two stages, then I say that company has come under scientific management, and not until then.