

you are looking at the real interest of the workmen, and you think it is to his interest to have the hours as short, say, nine hours or eight hours a day, be mighty careful that you do not shorten his hours of work without at the same time seeing that some device is gotten up by which he will turn out more work, or in the end you are robbing him of his wages. I should like to call attention to a lot of cases where the workingman's hours have been shortened to his detriment, because when shortening his hours, no sufficient provision has been made for a proportionate increase in his output. In the interest of the workmen I say this to you, do not shorten his hours unless you provide for increase of output, or you are cutting his wages in the end.

Mr. Godfrey. Can you say in one syllable

what the relation of labor unions should be to scientific management?

Mr. Taylor. Of all the devices in the world they ought to look upon scientific management as the best friend that they have. It is doing in the most efficient way every solitary good thing that the labor unions have tried to do for the workman and it has corrected the one bad thing that the unions are doing—curtailment of output. That is the one bad thing they are doing.

The Chairman. Have you stated to this committee that you do not know of one establishment where scientific management has been introduced where collective bargaining has been introduced?

Mr. Taylor. I do not recall any establishment.

(Concluded from page 94)

astonishing. He insisted that his studies of tasks were *analyses of jobs in their relations to men*.²⁹ He insisted that there are as great differences in temperaments and capacities among men as anywhere else in nature;³⁰ that every worker can be first class at something;³¹ that special observers should appraise and rate performance;³² that men should not be discharged but should be transferred within the organization, in accordance with their capacities, to jobs at which they can be first class.³³ In Taylor's system foremen became teachers, not drivers.³⁴ Modern personnel work and industrial psychology have fashioned many new tools and discovered many new facts, but they have not advanced principles of selection and adjustment in industry beyond the stage represented by these views.

The testimony throws much light on Taylor's attitude towards organized labor. He believed in unions in principle—in them and everything they do, except advocacy of restriction of output.³⁵ He insisted that scientific management aims to do and does for the betterment of workers, everything unions aim to do.³⁶ It aims to remove all causes of antagonism,³⁷ to bring to workers the opportunity for more leisure and culture by increase of

social income.³⁸ Taylor in his experience had not had the question of collective bargaining presented to him practically, but he accepted it in principle.³⁹

Then why was there this investigation inspired by organized labor? An examination of the complete record, particularly of the testimony of antagonists, in the light of all attendant circumstances, leads to but one conclusion: the investigation was not an inquiry into one or more specific cases of scientific management, but was an inquiry into a doctrine; a politico-industrial manoeuvre. Years of struggle had made organized labor suspicious of new developments in management in proportion as they appeared to be far-reaching in their effects and were not comprehended. As expounded by Taylor it was instantly recognized that scientific management would be far-reaching in its effects. But also as originally expounded by him it was not comprehended as to either the conditions of the successful operation of its technique or the influence it would have on industrial relations. Had Taylor, in *Shop Management, The Principles*, and especially his lectures, emphasized aspects of his system and doctrine brought out in the testimony printed in this issue, the investigation probably would never have been inspired.

²⁹P. 173. ³⁰P. 149. ³¹P. 155. ³²P. 180. ³³Pp. 142, 143. ³⁴Pp. 116, 127. ³⁵P. 159. ³⁶P. 196. ³⁷P. 139.

³⁸P. 167. ³⁹Pp. 146, 158, 174.

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