

Morris Llewellyn Cooke.¹³ I helped Admiral Craven win the Spanish War and it is a satisfaction to me that the pleasant relationship has continued to this day.

There are two or three points that I should like to make. First, I do not want the idea that all politics are bad to go unchallenged in the proceedings of the Taylor Society.

This will not sit well with the engineers and management authorities, but politics is a lot nearer to the people than either engineering or management. We might just as well recognize that fact. It is life and the only way that the race has found of thrashing things out in a democratic way. Last night we were rather taken to task by an Austrian labor leader who was giving his reaction to the work of the Taylor Society. He said that while they admired our work on time study they laughed a little at the idea that an engineer could use a fatigue curve. While it may not be our function as members of the Taylor Society and management engineers to thrash out questions of public policy, it is well for us to put ourselves in a friendly and sympathetic relationship to that field of democracy.

Then I want to take exception to something which might be inferred from what our good friend King Hathaway said. You might gather from his remarks that it is only in governmental service that these terrible upsets occur; that only when a new governor, a new president or a new somebody else is elected that fine pieces of work are thrown out. He will agree with me that one of the finest pieces of management work that has been done in the world was done by Henry L. Gantt, Fred J. Miller, a past-president of the American Society of Mechanical Engineers, and a group of men at the Remington Typewriter Works at Ilion, New York. A change of management then occurred and one of the most brutal pieces of murder was immediately committed without the slightest regard for the work that had taken years to build up. That goes on in private industry and in government and it is something we have got to fight in both fields.

There are two things I have found helpful in my work in the field of public administration. One is a realization of the breadth of the field. Anyone who has been in the municipal, state or federal game realizes how limitless is the field in which he can work. Pick the thing that interests few people, for

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example. Perhaps out of two such projects one may bring the Town Council, the State Legislature or the Congress down on your back. But the other, which may seem very similar, will attract no one's special interest and you can go ahead and do a very constructive job.

And whenever you can possibly do it work with the long-time plan in mind. The moment you go into something that must be finished in six months you are defeated before you start. The illicit politician is only interested in the next six months, or possibly four years. When you get beyond the period of their special interests and do your planning on a long-range basis you will find that things happen without anyone's getting excited and a good job is done without anyone's being aware of it.

Dr. William H. Allen.¹⁴ I have thought of Admiral Craven's paper in relation to our New York City problems. I suppose it would not be possible to go into any city in the world where the message of co-ordination, the necessary motive and result of scientific management, is more needed. In spite of our enormous budget, our force of 140,000 people and our 1,200 to 1,500 agencies concerned with civic problems, we are without the concept of co-ordination.

I should like in the few minutes I have to appeal for the need of some kind of co-ordinated idea of what governments should deliver. Until we have that we are not going to have much co-ordination of motive or method in our public officials.

Admiral Craven has used two or three phrases: "Reconciliation of the details of the federal government in accordance with a master plan, plastic to executive judgment." He speaks of idle information and resources in departments, of the need for "habits of self-analysis" and for "teaching co-ordination in the home." New York City needs all of these things and needs them badly.

Today we had Judge Seabury appealing to the Supreme Court and the Court of Appeals with respect to a man named Doyle. We have had Mr. Doyle for three years in this town, six months of them during a state inquiry, but we have not yet co-ordinated the facts in the case and the real offense. The question now is whether the man is evading a requirement of the Court or is entitled to immunity for an answer he gave with respect to splitting fees. The town has completely forgotten *why* he was splitting fees. The

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crime of Doyle was that he was able to ruin home district after home district, and business after business, with gasoline stations and garages under cover of the law.

Judge Seabury has also been looking into the Equitable Bus franchise of 1928. There is a bit of co-ordination there from which the public should be benefiting. The real sin in that case is that millions of people have been inconvenienced daily for more than three years for lack of promised action regarding buses.

The New York City Charter provides via the Comptroller for a co-ordinator in chief with far-reaching powers. He has the power to demand information from any person spending a cent of the city's money and yet he deliberately absented himself from the meeting where the Equitable franchise was being discussed. Instead of using his power to get information and give it to the public before the Mayor was able to jam the case through without a question, he left the public with absolutely no help from his fact-gathering and truth-telling machinery. Here was a situation "plastic to executive judgment" and yet the franchise was granted. That same executive judgment has recently jammed a budget through after making the Comptroller appear in a ridiculous light before the public. The public has not yet got it into its head that this fact-gathering, co-ordinating agency is a protection which never can be utilized if we follow Senator Mastick's advice about depending upon our executives. We do not have a Chinaman's chance to pick a man of the type Senator Mastick had in mind instead of a Mayor Walker.

We need to put men like Mr. Cooke to teaching not merely children but professional men some of the things that are not incorporated in our text books. With this distress on our hands we are still teaching the economics of world prosperity. After the World War 95 per cent of our histories and civics texts should have been scrapped. Instead the typical new edition of World History contains fifteen pages on "The World Since the World War."

I see no hope at all unless we get the concept of co-ordination into the homes, as Admiral Craven suggested. That means getting it into the schools, the teachers' training courses, the professional curricula.

If there is really to be co-ordination there must be a Taylor Society in every community, a group of individuals who, rain or shine, winter and summer, without regard to election, are trying to make it easier

for officials, business men and educators to do the co-ordinating on time.

This city is the center of world credit. Just last week we took the last steps in authorizing a budget which calls for the expenditure of \$698,000,000. It is called a tax budget of \$631,000,000 and actually requires, according to present estimates which are not correct, a tax of \$506,000,000. All our financiers are silent. Not one of them appeared before the Board of Estimate to point out what they know is provable that for every dollar we are taking out of private pockets for relief two or three dollars are being taken out of the public pocket in sheer waste. We have not co-ordinated to the extent of realizing that each year the \$100,000,000 of misplaced taxes manufactures more unemployment than any amount of private relief can assuage. And the State Tax Commission is our penalty for this inequitable assessing.

Dr. Gulick. Mr. Hathaway and Mr. Leffingwell have raised an issue on which I should like Admiral Craven to express an opinion. The industrial engineers have said that co-ordination is a part of the process of management and that any outside effort along that line is at best a makeshift, a second-rate adjustment. Do you think that the Co-ordinating Service of the government is a permanent, necessary service or only a temporary service which can be dispensed with when reorganization has been accomplished?

Admiral Craven. That is a difficult question to answer because it is very hard to tell what will happen in our government. Congress has never legislated the Co-ordinating Service into being. We have men from various bureaus and establishments on our many boards and through them we can best advise and influence. We cannot compel under the law. Congress gives the various departments definite rights and privileges. We cannot take them away. While appropriations are made as at present, a service similar to ours must remain in order to break down the walls of isolation not uncommonly created by individuals who are not always held personally responsible and accountable for waste and extravagance. In order to insure co-operation in the conduct of governmental business, a budgetary control together with a co-ordinating agency are essentials.

I have learned several things here today that