

Francis Goodell.* In Salem the hospital rents rooms to relatives and friends of patients when beds are available. I do not suppose, however, that any large revenue results.

Mr. Roëm. I should like to toss into the ring a suggestion for utilizing idle capacity, and that is that idle rooms be rented to physicians for private offices. This is rapidly increasing as a hospital practice because it is a logical movement toward the centralization of the medical services of a community in a place where trained personnel, mechanical facilities and capital investment are already gathered together in one location.

*Associate Secretary, Taylor Society, New York, N. Y.

Mr. Clark. Perhaps my statement about 70 per cent occupancy should be clarified. A 70 to 75 per cent, the more usual figure in Pennsylvania, occupancy is not a maximum but an average annual figure.

It will shoot to 100 per cent or 90 per cent or even to 110—when beds are put up in hallways, as Mr. Cooke pointed out—but slack periods will bring down the average.

Dr. Turner. The hospital census is usually taken at midnight when there is no flux in hospital population. It rises during the morning and drops away toward night. While one may show a 75 per cent occupancy at midnight, by noon of the next day there may be a very high percentage occupancy, or one may even be turning patients away for lack of room.

NECROLOGY

Mrs. Florence Kelley

September 12, 1859

February 17, 1932

General Secretary, National Consumers' League
New York

The Taylor Society and the forces of industrial progress everywhere mourn the loss of Mrs. Florence Kelley after a long illness following a life devoted to humanizing conditions in industry.

Her career of service began in her college days at Cornell, when she organized the Social Science Club of Ithaca and wrote her thesis on "The Law and the Child." The courage and determination which she was to show all through her life were also evidenced in her work for a law degree at Zurich. In those days it was not possible for a woman to secure that degree in this country.

When she returned to this country she first practiced law in Chicago, then acted as social investigator for the United States Department of Labor, was later appointed the first woman Chief Inspector of Factories in Illinois, and finally, in 1899, came to New York as secretary to the National Consumers' League.

For more than forty years she worked for progressive labor legislation and the relief of population congestion, in this city and state and throughout the country. She was a formulator of laws and a fighter for them. Though she became a Taylor Society member only in recent years, her influence there was characteristic and strong. She was an active member of the committee that drew up the Industrial Employment Code for the Society, and many of us will long carry a last memory of her as an active participant in the discussion and interpretation of this document at the Spring Meeting in Philadelphia. Those who saw her there will appreciate what John Haynes Holmes has said of her:

"Her face and figure bore all the scars of a lifetime of heroic battle for the weak, downtrodden and oppressed."

Index to Volume XVI

The index to Volume XVI has been printed for binding with that volume of the BULLETIN. A copy of the table of contents and title page will be mailed to any member or subscriber on request.

A Taylor Society Anniversary¹

The Taylor Society Twenty Years Ago

By ROBERT T. KENT

Vice-President, Divine Brothers Company, Utica

THIS IS the Taylor Society. It is named after the founder of the movement which has revolutionized American industry. If the Society bore the name of the man who founded it it would be called the Gilbreth Society, for this Society was conceived in the brain of Frank Gilbreth. It was due to his energy, his perseverance and his organizing ability that it came into being as the group that we know today.

Let us turn back the pages of history to 1909 and 1910. Scientific management was not making very great progress. It was meeting active opposition from the labor unions. It was meeting opposition in the home of its friends, the American Society of Mechanical Engineers. In fact, you might say it was being worse than opposed, for in many cases it was being ignored. Then came a movement that apparently had no relation to scientific management. The railroads petitioned for an increase in freight rates. The Eastern Shippers Association opposed them. The Eastern Shippers Association engaged the man who is now United States Supreme Court Justice Louis D. Brandeis to present their side of the case before the Interstate Commerce Commission. Brandeis knew something about the workings of scientific management. He advanced the thesis that if the railroads would manage their business properly they would have no need for the increased rates but would save \$1,000,000 a day.

Brandeis sought the advice of some of the leaders in scientific management, and one day in the fall of 1910 a small group was gathered together in the apartment of our good friend, Henry L. Gantt, in New York, to discuss how best to present to the Interstate Commerce Commission the facts of scientific management and their application to the railroads.

As a result of that conference Mr. Gilbreth and your speaker were sent to the Angus Shops of the Canadian Pacific Railroad to investigate there the work Gantt had done, which had proved remarkably successful.

¹Addresses presented before the Twentieth Anniversary Dinner of the Taylor Society, New York, December 3, 1931.

Finishing the inspection at the Angus Shops, we took the boat that night for Three Rivers, Quebec, where Mr. Gilbreth had a job under construction. The boat arrived at Three Rivers at two-thirty in the morning, so we figured it was not worth while to take a stateroom. We sat up; we smoked; we talked. We discussed what we had seen that day in Montreal, how Brandeis would present it to the railroads, and the influence that such a presentation would have on the propaganda for scientific management. We recognized that it would be front-page stuff in the newspapers. Three hundred million dollars a year sounded like the national debt.

Suddenly Gilbreth said, "This thing is going to put scientific management on the map. There must be some organization to conserve the ground that will be won. There must be some outfit that will perpetuate Fred Taylor's work. Let us form a society to do it."

"Fine, but how shall we go about it?"

He said, "Morris Cooke is in Boston. I am going to telegraph him to meet us."

We landed at Three Rivers, the telegram was dispatched and the engagement was made. Cooke was met in Boston, and the plans were laid. A few days later five men met at the New York Athletic Club and laid the foundation of the Society that we now have. Those five men were our friend Cooke, Frank Gilbreth, your speaker, Wilfred Lewis, and the new President of the American Society of Mechanical Engineers, Conrad N. Lauer. Let me read you an excerpt from the minutes of that first meeting:

"Mr. Gilbreth spoke at length on the necessity for such a society to perpetuate the work begun by Frederick W. Taylor, to promulgate the principles laid down by him, to gather, codify and preserve all data on the subject of scientific management, to act as a clearing house for ideas, to secure the co-operation of all men capable of undertaking the work of scientific management, either in a responsible or subordinate capacity, in order that there would be available at all times for the members a cohesive working force familiar with the principles, and in sympathy with the