

## Objects of the Taylor Society Incorporated

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 adaptations 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

Membership in the Taylor Society may be either individual or firm. The following is a statement of membership classes. The fees and dues for members in other countries than the United States are one-half of those specified. The exception is the organized branch which is permitted to remit one-quarter of the regular fees for each of its individual or firm members. 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.  
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.
3. **Honorary Member:** A member elected by the Board of Directors for exceptionally distinguished service in the advancement of the science and the art of management.
4. **Life Member:** Any Member who has prepaid all dues by the payment of \$500.
5. **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.
6. **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.
7. **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 instalments. 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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## Comment

THE BEST time for a householder to have repairs made to his home is when he is unemployed, for then he is free to supervise and help in the work. But at such a time he hesitates to incur the expense. He must keep his funds intact to meet the uncertain future.

INDUSTRIAL concerns have the same problem. The time for improvement of equipment and methods is when orders are slack. But then is the time when they dare not make the investment. They also must keep their assets liquid, for not only do they face the burden of a continuing overhead, but most of them have credit obligations which may press for settlement.

THAT IS the reason why the profession of industrial engineering, with the exception of specialists in office management, is feeling the full force of depression. Depression appears to stimulate improvement in office organization and procedures. When it appears management makes obviously practicable cuts promptly and ruthlessly; and then because the immediate interest is reduction of expense, directs its attention toward additional economy through betterment of methods. This is the case in a sufficient number of organizations to keep the competent office specialists fairly busy. But there is no such stimulus to betterment of production methods, for that is looked upon as an investment for future rather than immediate reduction of expense.

THERE IS danger in indifference toward betterment of plant, equipment and operating methods. Some concerns which give half-hearted attention to this matter become the victim of "engineers" with ready-made systems or cheap-because-quickly-done reorganization plans. There are instances also in which recent business-school graduates are employed at beginners' salaries with roving commissions to "see what improvements they can suggest," although there is probably less permanent danger from these than from the quack professional. Especially is there danger in expecting when activity is resumed to meet competition satisfactorily with an organization, facilities and methods which are deteriorated leftovers from 1929. Now is the time to make the necessary economic, organization and method studies and be ready for the more exacting era ahead.