

COMMENT AND NEWS

The annual meeting of the Society, held in New York City, December 8 and 9, 1916, made a new record for both attendance and interest. At some of the sessions there was standing room only and in every case the necessary time limits precluded many who wished to take part in the discussion from doing so.

The paper on "The Application of Scientific Management to Professional Work in Hospitals and Doctors' Offices" by Doctor Robert L. Dickinson of Brooklyn, N. Y., was unique in its presentation and discussion and left no doubt in the minds of those present as to the need for and possibility of applying the Taylor principles in medical and surgical work. Doctor Dickinson made a stirring appeal, seconded by several of those who discussed it, including Doctor E. A. Codman of Boston; Commissioner of Public Health, H. C. Wright of New York; and others for the cooperation of the trained engineers in helping solve problems so closely connected with human life. Doctor Dickinson's paper with discussion will be published in an early number of the Bulletin.

Saturday morning, Mr. Walter N. Polakov presented his able paper on "Planning of Power Plant Work" which will be published in the next issue of the Bulletin, Vol. II, No. 6.

After luncheon at the Hofbrau House, the paper on "Scientific Management and Progress" by Horace B. Drury of Ohio State University, published in Volume II, No. 4 of the Bulletin, was read by title and discussion opened by Lieutenant Frederic G. Coburn of the Harvard Graduate School of Business Administration, who was followed by Professor Joseph H. Willits, University of Pennsylvania, Philadelphia, Pa.; Professor Robert M. Haig, Columbia University School of Business, New York City; and Henry L. Gantt, Consulting Engineer, New York City.

After dinner, Mr. Paul B. Valle of the Acme Co., New Haven, Conn., gave a short paper on "Discipline on the Border" which was to have been followed by a paper by Morris L. Cooke of Philadelphia on "Who is Boss in your Shop." Mr. Cook's unfortunate illness, which prevented his being present or even completing his paper, made it necessary to devote the rest of the entire evening to a discussion of the general subject of the relation between employer and employee. Those invited to discuss Mr. Cooke's paper took part and the interest grew so intense that the meeting was not disbanded until 11:45 P. M., and after that several groups continued the discussion into the early morning hours. Mr. Robert B. Wolf, manager of manufacturing of the Burgess Sulphite Fibre Co., Berlin, N. H. opened the discussion and was followed by Mr. George D. Babcock, Production Man-

ager of the Franklin Automobile Co., Syracuse, N. Y.; Mr. A. J. Portenar, Supt., New York State Employment Bureau, Brooklyn, N. Y.; Mr. Richard A. Feiss, general manager of the Clothcraft Shops of the Joseph & Feiss Co., Cleveland, Ohio; Mr. Edwin Devine, secretary, New York School of Philanthropy; and Mr. Henry P. Kendall, Boston, Mass.

Mrs. Taylor showed her continued interest by attending several of the sessions, which were attended by a number of other ladies also. The Society realizes the increasing contribution which women can make to the success of its meetings and the solution of its problems. This was given emphasis by the able discussion of Doctor Dickinson's paper, Friday evening, by Miss Annie Goodrich, Assistant Professor Nursing and Health, Teachers College, New York.

At the business meeting, called to order by President Person, the election of the following new officers was announced. For Vice-President, to serve two years to succeed Charles Day, George D. Babcock; for Member of Governing Board, to serve two years to succeed S. E. Thompson, Dwight V. Merrick; for Members of Membership Committee, to serve three years to succeed H. V. R. Scheel and Richard A. Feiss, H. V. R. Scheel and Richard A. Feiss. Messrs. Wolf, Kendall, Feiss, Coburn and Shipley were elected as Nominating Committee to nominate officers for the next annual meeting.

Mr. Sanford E. Thompson, for the committee on sustaining memberships, reported that ten firms had already signified their desire to become contributors of \$100 a year each to further the work of the Society.

An invitation, extended by Mr. Folsom of the Waltham Watch Co., Waltham, Mass., to visit their plant during the Boston meeting, was accepted.

At the suggestion of Mr. Kendall, the Society instructed the President to appoint a committee of three to draw up suitable resolutions on the death of Prof. R. F. Hoxie and Mr. Robert G. Valentine, expressing the appreciation of the work they did in advancing Scientific Management, copies to be sent to their families and friends.

Any member or friend of the Society who has any interesting personal anecdotes concerning Mr. Taylor, or anything that would be of interest and value for inclusion in his biography, is asked to send it to Mr. F. B. Copley, %F. W. Taylor Cooperators, "Boxly", Highland Station, Chestnut Hill, Philadelphia, Pa., who is preparing the biography of Mr. Taylor.

The attention of members is called also to the fact that "Industrial Management Magazine" (formerly

"Engineering Magazine") has established a department which will each month present material concerning the human element in industry.

"The Taylor System in Franklin Management" is the title of an important series of articles by George D. Babcock, Vice-President of the Society and Production Manager of the Franklin Automobile Co., Syracuse, N. Y., concluded in the January issue of Industrial Management Magazine.

In the November 1916 issue (Volume I, No. 8) of the Utilities Magazine is a valuable and suggestive paper on "The Nationalization of the Private Utility Interests" by Morris L. Cooke, Vice-President of the Society. This paper is the substance of two addresses recently given by Mr. Cooke in the middle West.

There is an opening for an assistant superintendent

PROFIT SHARING

WHY IT WILL NOT SOLVE THE DIFFICULTIES BETWEEN CAPITAL AND LABOR. A PERSONAL LETTER WRITTEN BY THE LATE FREDERICK WINSLOW TAYLOR

August 22, 1912.

Mr. George Elbert Taylor,
Calumet Club,
267 Fifth Avenue,
New York City.

My dear Mr. Taylor:—

I have read through your plan for profit sharing with the very greatest of interest, and I want to congratulate you upon the most complete and thorough way in which you have thought out every detail of your scheme, as well as upon the lucid and most interesting way in which you have described every feature of it. You have certainly presented the most carefully thought out and elaborated scheme of profit sharing that has ever come to my attention.

Since receiving your paper, I have again given a great deal of thought to the whole subject, and wind up where I started, with the firm conviction that the satisfactory and final solution of the difficulties between employers and employes will not be made through profit sharing. I beg to quote you from a paper on "A Piece Rate System," written by me in 1895, as follows, on profit sharing:

"Co-operation, or profit sharing, has entered the mind of every student of the subject as one of the possible and most attractive solutions of the problem; and there have been certain instances, both in England and France, of at least a partial success of co-operative experiments.

"So far as I know, however, these trials have been made either in small towns, remote from the manufacturing centres, or in industries which in many respects are not subject to ordinary manufacturing conditions.

ent of a machine shop in Youngstown, Ohio, not operated under the Taylor System. Salary about \$2500. Anyone interested, upon communicating with the secretary, will be referred to the concern.

Mr. Robert B. Wolf has resigned from his position as Manager of Manufacturing of the Burgess Sulphite Fibre Company to become Vice-President and Manager of the Spanish River Pulp and Paper Co., Sault Ste. Marie, Ontario, Canada.

Mr. R. B. Fraser has left Chicago, where for several years he has been associated with the Sewell-Clapp Envelope Co., to become Production Engineer of the Winchester Repeating Arms Co., New Haven, Conn.

Mr. Keppel Hall is now associated with Sanford E. Thompson in Boston.

"Co-operative experiments have failed, and I think, are generally destined to fail, for several reasons, the first and most important of which is, that no form of co-operation has yet been devised in which each individual is allowed free scope for his personal ambition. Personal ambition always has been and will remain a more powerful incentive to exertion than a desire for the general welfare. A few misplaced drones, who do the loafing and share equally in the profit with the rest, under co-operation are sure to drag the better men down towards their level.

"The second and almost equally strong reason for failure lies in the remoteness of the reward. The average workman (I don't say all men) cannot look forward to a profit which is six months or a year away. The nice time which they are sure to have today, if they take things easily, proves more attractive than hard work, with a possible reward to be shared with others six months later.

"Other and formidable difficulties in the path of co-operation are, the equitable division of the profits, and the fact, while workmen are always ready to share the profits, they are neither able nor willing to share the losses. Further than this, in many cases, it is neither right nor just that they share either in the profits or the losses, since these may be due in great part to causes entirely beyond their influence or control, and to which they do not contribute."

I quote this as giving merely a bird's eye view of my study of profit sharing. No single element touched upon by me in these few words is at all satisfactorily treated, and yet I still retain the same views that I had when this was written in 1895.

There are a number of elements which I have not touched upon in this quotation, and which in my judgment form the very essence of the objection to profit sharing. The first of these is that so far as I am able to find out, capital is not, on the average,