



FIGURE 6.
RECORD OF PROGRESS.

DISCUSSION.

Mr. HENRY P. KENDALL¹: A few years ago I read in one of the technical journals of a very model plant that had been built in Rochester, and I discovered that it was headed by a friend of mine, and I made a trip out there to see Mr. Noyes and see that factory. I told him that I was looking for the best things there were in factory ideals. He said, "We have got a good factory here, but you want to go over and see Feiss, and here is a letter to him." Being in the habit of doing about what Mr. Noyes says, I made a bee-line for Cleveland and I spent one of the most interesting days I ever spent in my life in Mr. Feiss' factory. That was a few years ago. He tells me that I am hopelessly behind the times, things have improved there so much. I really do not think there is much need of my going into the matter, because the pictures have shown graphically the conditions which really do not require any enlargement.

Mr. Feiss has stated that many people feel that they have good management when they have installed the most modern machinery. That is but a small part. Mr. Taylor showed that with the best machinery and with the cooperation of the worker, greater results could be obtained than ever before. Mr. Taylor's life was too short to set up even sufficient object lessons of this kind, or to show the extent to which personal relations could be developed later. Mr. Feiss believes in modern machinery and efficient shop management, and has the opportunity of developing the personal relationship to a great extent. Mr. Feiss is starting at that

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point and showing that the real efficiency only comes when you have healthy, happy cooperative workers working under the best kind of atmosphere.

When I visited the Clothcraft Shop, I raised the question, which I hope Mr. Feiss will answer, as to how many of his employees are foreign born or what percentage are American born of foreign parentage. But I should like to ask a question which I would otherwise put to him privately: whether there is a sufficiently large proportion of his people foreign born or of foreign parentage which would make his methods, which have been so successful, perhaps less applicable to an industrial crowd which had a larger percentage of the American born or of American parentage?

I have thought that in the establishment of the Plimpton Press there was a quiet spirit of well ordered industry, no great speed or haste, but it was such an improvement over what I saw in competitive shops that I thought our workers worked at a pretty fair rate of speed. It took my breath away when I went through the Clothcraft Shops and saw those girls running the sewing machines and doing other things at a speed that almost made you dizzy to watch their fingers. Then, far from being fatigued, I saw them in their dancing room, saw the men playing in-door baseball, and noticed that there was lots of vitality left. I was so impressed with in-door baseball as a game for girls in the factory that when I came back I at once presented an in-door baseball outfit with a set of rules for the girls in the factory which I am interested in, in the hope that they would take it up and develop it. The next time I went there it was the men who were using that outfit and the girls had never taken advantage of their opportunity.

I want to ask Mr. Feiss another question which he touched on, when he said that in September he shut down for a week and gave every one a vacation. The vacation problem is such a vexing one in business, so hard to give the needed vacations to workers as well as office people, that I should like to know from a purely business point of view what effect a uniform vacation at a certain time has on the workers and what it has on the business. It seems to me that it is a custom that we ought to use if we can work around to it.

I want to ask Mr. Feiss another question. He has emphasized this afternoon more than I had ever observed or seen emphasized, the general application of the home visits of his service or medical side. Are such visits as general among the American born workers, as among the foreign born or foreign parentage workers? Is that a practice which he would develop generally in industrial establishments?

I should like to have him enlarge, if he will, for a moment on the savings bureau. Two years ago, I think it was, we started a savings bureau at the Plimpton Press, to make it easy for the five cent, ten cent and twenty-five cent pieces to be saved, to help people to get out of debt. During the first year \$15,000 was deposited by the employees of the Plimpton Press, an astonishing amount, showing the need of that sort of thing. That was done partly to do away with the loan evil, not the loan shark evil, but the evil which we discovered was existent in our factory. In almost every department some thrifty man was lending money to other men and taking their savings, charging them a dollar a week, I think, interest, when they wanted money. It was a vicious system, one that we did not know anything about. The savings bureau helped to combat that very thing. I should like to know to what extent the savings bureau in his company has been patronized and what it means.

Very little more have I to say in criticism or suggestion, or questions. I do feel, however, that Mr. Feiss is distinctly leading in this country so far as any establishment I have personally visited is concerned in this kind of personal relationship, personal service, personal education of the employees in good citizenship. And after all, isn't that the spirit of the game? What better is there? What better kind of work is there than to work, not with the submerged tenth, who have little or no hope of getting up, but to work with people who are earning their own living, help them in their thrift, help them in better citizenship, in better standards of life? After all, regardless of profits in business, is there anything in it more worth while than that? Personally I do not think there is.

Mr. HENRY T. NOYES¹: My chief delight in Mr. Feiss' paper is in the subject that he has dealt with: "Personal Relationship as a Basis of Scientific Management". This is a very emphatic way of saying that the science of management must recognize and deal with the problem of personal relationship. We have not been listening to a discussion of the best methods for cutting metals; we have not been listening to a discussion of task and bonus, planning and routing or functional management, but to another one of the real problems of industry. The very subject of the paper emphasizes the real greatness of the ideas and doctrines of Taylor.

Taylor's greatness should not be associated with the idea that he devised or originated or discovered some particular system or device for accomplishing that or this purpose. He should not be remembered at all primarily for his researches into the problems of cutting metals or for his suggestions in

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connection with shop management. He was, however, the bearer of a great message. He did preach a big doctrine. His message was addressed first to industry, and it was this: That industry must henceforth deal with each and every one of its problems in the light of real, complete knowledge based on evidence and proof. That guess-work and opinion must be eliminated from all problems and that truth and knowledge must rule. Thus I dislike to hear the words "The Taylor System". He was preaching a big doctrine and simply illustrated it by work on particular problems.

I take pleasure tonight also in bearing testimony to what Mr. Feiss has been and is accomplishing. I and my associates have visited many plants throughout the country. We make a practice of visiting plants regularly. I have yet to visit one plant in this country or elsewhere where the spirit of cooperation, where *esprit de corps* exists as it does in this Feiss plant. It is a spirit that you are bound to feel. If you go there you are bound to see it in evidence in the worktime and in the playtime and even in the noon hour of rest. That Mr. Feiss has solved in a way the personal relationship in his problem is true, in that he has cooperation beyond that of any other plant of which I have knowledge.

However, I want to emphasize, if I may, two or three points. First, some of the facts that Mr. Feiss has given us are not proof of the value of personal relationship alone. Mr. Feiss has done other things than to deal with the problem of personal relationship in scientific management. He has referred to his time study men, but he has many other activities. And by the scientific treatment of all of his problems he has achieved a tremendous result, evidenced by the figures he has presented. He has reduced the number of employees from ten hundred and forty-four to eight hundred and sixty-five, cut down the working hours from fifty-four to forty-eight, and at the same time he was doing these things he has increased his production forty-two per cent and has increased the weekly wages to employees thirty-seven per cent. But I do not think that he has proved to us that that was all due to personal relationship. It has been due rather to his wide general practice of the science of management. He has, however, accomplished many many things that I think can be traced to personal relationship. The fact that his hiring percentage has been reduced from one hundred and fifty per cent down to thirty-three and one-fifth per cent, is to me an astonishing fact. I do not believe that there is any industry or activity that can compare with him on that subject. I have made efforts to study the figures of other plants, and from the very careful study that we have given to it, his figures are astonishing. This I believe has been accomplished through his personal relationship work.

Mr. Feiss has shown to us that the study of personal relations is of value to all manufacturers. Of course we should face all our problems, and in this he has shown us that results can be accomplished. Great good can be accomplished through the study of that problem. However, in justice to Mr. Feiss and to other manufacturers this is true: Mr. Feiss' detail methods could not probably be applied to all plants. It would not be scientific to say that they could. Mr. Taylor would aver that you would have to have for different conditions, different solutions. You cannot get one method, one system, one catch-all, one simple way for doing everything. Mr. Feiss' conditions are quite different in some particulars from those that prevail in the industry in which I am connected. In my particular work, in my opinion, we could not do certain things that he does. That may be due for one reason perhaps to the fact that Mr. Feiss