

Cecil D. Gregg, President, Evens & Howard Fire Brick Co., St. Louis, Mo.
 Charles Hermann, Superintendent, Hermann, Aukam & Co., So. River, N. J.
 Walter H. Holland, The Dow Chemical Co., Midland, Mich.
 Ferdinand M. Holmes, Trust Officer, Old Colony Trust Co., Boston, Mass.
 Ray M. Hudson, Employment Superintendent, H. H. Franklin Mfg. Co., Syracuse, N. Y.
 Walter E. Latt, The Regina Co., Rahway, N. J.
 Gus E. Schulz, Tabor Mfg. Co., Philadelphia, Pa.
 Richard Stanforth, German-American Button Co., Rochester, N. Y.

Affiliate Members

Kurt W. Freund, Industrial Engineer, 1502 E. 18th St., Brooklyn, N. Y.
 Harold B. Hayden, Manager of Works, Dennison Mfg. Co., Framingham, Mass.
 Edward I. H. Howell, 5218 Germantown Ave., Philadelphia, Pa.
 Raymond C. Mateer, Scott Paper Co., Chester, Pa.
 Chester T. Morey, Assistant Superintendent, R. I. Tool Co., Providence, R. I.

Junior Members

Charles L. Barnum, Vermont Terrace, Crestwood, Westchester Co., N. Y.
 Fred B. Mitchell, Hermann, Aukam Co., So. River, N. J.

ADDRESS CHANGES

The secretary's office has received notice of the following changes of address. Any others who have changed their address are requested to notify the office accordingly.

A. Merriam Cook, 335 Arcade Bldg., Norfolk, Va.
 Morris L. Cooke, 5218 New Interior Bldg., Washington, D. C.
 M. S. Dowd, The Clay Products Co., Lemcke Annex, Indianapolis, Ind.
 Francis Goodell, 87 Boston St., Somerville, Mass.
 Arthur B. Green, 89 Westminster St., Springfield, Mass.
 Keppele Hall, Supply Division, Ordnance Dept., 1330 F St., Washington, D. C.
 H. K. Hathaway, 1330 F St., N.W., Washington, D. C.
 Robert T. Kent, 82 Broome St., New York City.
 Edwin Krause, 141 Wilbraham Road, Springfield, Mass.
 Carroll C. Miles, Lock Box 1550, Pittsfield, Mass.
 T. W. Mitchell, Acme Wire Co., New Haven, Conn.
 C. W. Mixer, 77 Grove St., New Haven, Conn.
 F. A. Parkhurst, 6205 Carnegie Ave., Cleveland, Ohio.
 H. S. Person, 5216 New Interior Bldg., Washington, D. C.
 John H. Scoville, Box 537, Donora, Pa.

The secretary wishes again to call the attention of members to the photogravures of Frederick Winslow Taylor, in order that those who desire may obtain copies before the supply, which is limited, is exhausted. Those who knew Mr. Taylor best consider this a most satisfactory portrait. It measures 6½" x 8", mounted on a heavy card 12" x 15". One or more copies will be sent postpaid from the secretary's office upon receipt of the price of \$1.00 each.

A supplement will be issued shortly giving the war service record to date of the various members. It is planned to send out circulars for additional information and it is hoped that the members will cooperate in sending in returns so that the record will fulfill its possibilities of usefulness and interest. Suggestions for the improvement of the record will be welcomed.

May 10th, 1917.

MR. HENRY W. SHELTON, Secretary,
 Taylor Society, Hanover, N. H.

MY DEAR MR. SHELTON:

I have notice from you under date of May 8th that the Syracuse meeting scheduled for May 18 and 19th has been indefinitely postponed, qualifying this statement by saying that this has been made necessary by the emergencies of the war.

I have always thought that a guest who put his feet on top of the dining room table, while making himself thoroughly at home and showing himself familiar with homelike usage, was somewhat straining the rules of hospitality. In a recently issued pamphlet, Mr. Morris L. Cooke said that those interested in Scientific Management were down on their knees begging for criticism. I will assume that, as he would have been the principal speaker at the Syracuse meeting, this expresses the views of the Society. Such being the case, I have less hesitancy on kicking the family cat and on removing my coat as well as my hat when I come into your house.

Balfour said he came to this country to see if he could not keep America from making some of the egregious blunders that were made by England at the beginning of the war. The men were taken from the factories and sent to the trenches and then had to be taken from the trenches back to the factories. That was the spirit of blundering that went on everywhere. Here in America, now of all times, do we need Scientific Management. Everyone interested in it is trying to put the spirit and soul in the work with which he is connected. Where can we get this better than at these meetings of the Taylor Society? If a man cannot leave his business for two or three days any time, he will find that the business has him under control instead of his having the business under control.

In England it was found that they had to adopt the shibboleth "business as usual." We must adopt that idea here. We must hit the line hard and we must hit it with all our soul and with all our spirit.

Shall we give up this work with the spirit because there is trouble? Trouble is what makes men and never hurts anyone, but we must look at this big trouble of ours just as a man looks at little troubles, clear eyed, cool headed and with his feet on the ground.

If I were the head of the Taylor Society I would call that meeting if there were only a half dozen people in attendance. I would keep the fire burning on the altar of Industrial Independence and that is what Scientific Management means to me. The little crowd that would come to worship at the altar would be the kind of apostles that would spread the gospel around the world. In Scientific Management we pride ourselves on facts and it is a fact as I see it that the troublous times of today will soon hereafter

be looked upon as a Golden Age. It is up to us to cheer up now as certainly the worst is yet to come. I think I have said enough about the becomingness of my hostess' hat and will say that whatever you do I am with you.

(Signed) CECIL D. GREGG

¹President, Evens and Howard Fire Brick Co., St. Louis, Mo.

THE UTILIZATION OF THE MAIMED FOR THE SCIENTIFIC ORGANIZATION OF WORK

BY

M. CH. DE FREMINVILLE

Translated by Eleanor B. Cooke.

There is not a single person in France who is indifferent to the fate of the maimed. We shall never be able to make up to them for their sacrifices, but the least we can do is to put them in a position to earn their own living. It is up to us to make it possible for them to take a place in our midst, worthy of them and of us.

Doubtless, such efforts as have been made in the line of re-education have already brought about excellent results, and are bound to be increasingly fruitful. Most ingenious contrivances have been devised to replace the members lost, and re-education schools have demonstrated what can be accomplished by their efforts. Most of the injured consider themselves in luck if they are able to take up their old trade again for what it may be worth, or any other trade that they can master, and they appreciate any help they receive towards this end. But, in spite of everything, the cripple who returns to work is all too often at a disadvantage too painful to contemplate, and especially so if he was a skillful worker before his injury. Instead of forcing themselves to take up manual work again under unfavorable conditions, some of them at least might better follow the path suggested here, and seek admission to the establishments which are applying new methods of organizing work, or who are planning to apply them.

The Scientific Organization of Work is a very large subject which is not yet understood as it should be. It would be necessary to go into the whole history of the subject suggested by my title to properly explain the rôle which the maimed can play in the development of the idea; and especially to make it clear what steps must be taken in order that they secure the greatest possible advantages from it. But I can say from my own experience that the maimed have already been used with great success in the scientific organization of work, and that there certainly is an interesting field to be developed in this direction. Although a

mere statement of this fact is not all that is necessary to accomplish the placing of the maimed in positions of advantage, let us hope that it may at least be the entering wedge of a useful undertaking.

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The events in which we are taking part have brought severe criticisms on French industry. It has been reproached with the sins of being deficient in both organization and method. Everybody is willing to admit as much. It is very apparent that our adversaries have excelled us in this respect, and that we will have to apply ourselves assiduously if we are to regain the place which we ought to occupy. Let us come to the point then. Is organization a new idea? an idea unknown to us? Many of our leading spirits thought they understood very well the value of method and organization. They went so far as to believe that many people in France had made excellent use of them. What then is the special character of the innovation which justifies this campaign in favor of method and organization?

First of all, it is a campaign of education. Its object is to extend and to make universal the use of method and of organization in industry: to demonstrate that we must make their application much more general than we have done in the past. It is a campaign to prove that it is to the interest of every employer to introduce method and organization in all industrial operations, from the co-operation among the employers themselves, which is necessary to securing the most extensive programs of production, to the most minute study of the task of the workman.

In each of the links of this long chain, sacrificing individualism for the sake of the whole, we must create standardized methods which will lead up to standardized organizations. This is the distinguishing characteristic of the new school of Scientific Management.

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