

a clerkship in our plant, one of them is a college woman who has specialized in psychology, another woman came to us after a domestic science course, and another specialized in social science. They are carrying the work on, the same work that these men did when they put on the uniform, and the women are doing it excellently, too.

The results which are shown on this chart (indicating), with the red line, are the definite efforts of one of those people, a woman who is here tonight. She came with us years ago as a clerk and now holds an important position as an office analyst. Another plan, put into execution about three or four weeks ago, will save us between five and six thousand dollars this next year. This is the result of the work of another of our young ladies. She joined our force less than a year ago.

The increase in earnings through standardization has been large; in connection with the bookkeeping example which was shown, we have had an increase of about twenty-five per cent. Our minimum wage today, based on recent investigation, is high for the city of Philadelphia. The larger salaries, when bonus is considered, grade proportionally higher.

Our general principle is to know what production ought to be and what production really is; then we attempt to raise "what is" to "what ought to be." We believe in good earnings to the real earners and we try to know who the real ones are and to reward them.

MR. COOKE: Would it not be possible when you revise your paper to put wages in?

MR. FULLER: Wage scales differ so radically between cities that I should prefer not to. Our wages are high and the whole principle of our Company is to pay good wages and make the people work hard. We carry an annual pay-roll. What I mean is that we have a record of the earnings of each individual for each year. All companies will have to keep such a record in future in order to make out their income tax reports.

MR. BARTH: There is just one more word that I would like to say, and that is that I do not believe we realize the cost to us of errors. I know of a case of an employee of the Pullman Company spoiling some high speed drills that cost hundreds of dollars.

MR. FULLER: I have seen a \$35.00 per week man spoil \$400.00 worth of paper in one week.

THE Taylor Society desires to make acknowledgment of the courtesy of the American Society of Mechanical Engineers for permission to occupy space temporarily in their already overcrowded rooms. The Taylor Society had made application for offices in the Engineering Societies Building, in order that it might by physical association ally itself with those societies whose purposes are professional and not commercial. Space not being immediately available, the A. S. M. E., through its Secretary, Mr. Rice, received the Taylor Society temporarily as a guest. This is not the first time the A. S. M. E. has shown such a courtesy—and some of those societies which it has assisted have become strong and influential. May that be an omen!

MEMBERS and friends of the Taylor Society who are authors of books and papers on subjects pertaining to management are urged to send autograph copies for the library of the Society. The establishment of such a library is desirable for several reasons: first, for the sentiment attached to a collection in one place of the literary output of members and friends of the Society; second, for reference in editorial work connected with the preparation of the BULLETIN; third, and not least, to enable the Managing Director to make specific references in the large correspondence which is developing concerning problems of scientific management and what has been written about those problems. A list of books and pamphlets already received will be found on p. 40.

GO ahead on the new price level, is the advice of Professor Irving Fisher. "Business men should face the facts. To talk reverently of 1913-14 prices is to speak a dead language today. The buyers of the country, since the armistice, have made an unexampled attack upon prices through their waiting attitude, and yet price recessions have been insignificant. The reason is that we are on a new high-price level, which will be found a stubborn reality. Business men are going to find out that the clever man is not the man who waits, but the one who finds out the new price facts and acts accordingly."

## TAYLOR METHODS IN FRENCH WAR INDUSTRIES

Paris, February 26, 1918

### MINISTRY OF WAR

Office of Under-Secretary of State for Administration

Administrative Section

12962

Nos. 1388 ad.

Subject: The Bonus System

Introduction of Industrial Methods

THE PRESIDENT OF THE COUNCIL, MINISTER OF WAR.  
To The Under-Secretaries of State for Aeronautics, for Health and for Military Justice;  
The Military Governors General of Paris and Lyons;  
The Generals commanding Districts;  
The General commanding the French troops of North Africa.

### I.

EXTENSION TO ALL DEPARTMENTS OF THE GENERAL PRINCIPLES OF INSTRUCTION No. 10478 1/5 OF AUGUST 17, 1917 AND OF CIRCULAR No. 10624 1/5 OF AUGUST 22, 1917.

Various Circulars issued by the Bureaus of the Central Administration have established the principles of this industrialization of work.

The provisions of Circular No. 10654 1/5 of August 22, 1917 have been applicable, up to the present time, only to the Commissary Department.

The general directions outlined by this Circular (B. O. E. M. of September 3, 1917, page 2372) as well as those of Circular No. 10478 1/5 of August 17, 1917 (B. O. E. M. of September 10, 1917, page 2415), will be, in the future, applicable to all departments and will constitute an initial basis for the organization of work in such departments.

In each department it will be well to apply the appropriate methods of procedure. Special instructions to each Under-Secretary of State or Bureau of the Central Administration should regulate the conditions of application.

Since the beginning of hostilities, we have again and again been preoccupied with increasing the yield of work in military plants and in rewarding the activity and competency of the workmen.

The prolongation of the war has made the Military Bureaus adopt various methods of work and bonuses tending to obtain this result.

Under present circumstances, it is more important than ever to realize, by means of a continuous improvement in the methods of work and by means of a system of bonuses, an economy of labor and especially of mobilized personnel.

Thanks to the application of principles already established and the judicious use of bonuses for work, the progress that has been realized shows that an important milestone has been passed along the road towards the rational organization of work. Harmonious results obtained by analogous methods in the different branches of service permit us now to enter with assurance upon the path of generalizations.

An attentive consideration of data furnished by the experience of the last months permits us to deduce modifications that should be made in the methods in use at present, to the end of improving the organization of work. This is the subject of the present circular.