

WHEREAS, Labor's plan provides for the full protection of all the rights and privileges of the wage earners as a class without invading the rights of any other classes of society, and at the same time throws wide the golden gate of opportunity for the full development of the powers of initiative, inherent to every individual; now, therefore, be it

RESOLVED, By this Thirty-ninth Convention of the American Federation of Labor that we hereby approve, endorse and adopt the plan for the re-organization of the railway industry, presented to the Senate Committee on Interstate Commerce on behalf of the Railroad Employees represented by the following organizations: International Association of Machinists, Brotherhood Railway Clerks, Brotherhood of Locomotive Railway Carmen of America, International Brotherhood Blacksmiths and Helpers, International Brotherhood of Electrical Workers, Brotherhood Railroad Trainmen, Switchmen's Union of North America, Brotherhood Railway Clerks, Brotherhood of Locomotive Engineers and Enginemen, Sheet Metal Workers' International Alliance, Order Railroad Conductors, Order Railroad Telegraphers, United Brotherhood Maintenance of Way and Railroad Shop Laborers, International Brotherhood Boilermakers, Iron Shipbuilders and Helpers of America, by A. B. Garretson, Grand Chief of the Order Railroad Conductors and Glenn E. Plumb, their counsel; and, be it further

RESOLVED, That we hereby pledge ourselves to use every legitimate endeavor to promote the enactment of this plan into law.

BRIEF BIBLIOGRAPHY OF MANAGEMENT

THIS list has been prepared, as the result of numerous inquiries, for industrial establishments which desire to make available for their administrative staffs and workers, a small library of the best books on management. A more extended list may be issued later by the Taylor Society. In the meantime, institutions desiring to establish a complete library on management, are referred to Brown's *Scientific Management: a list of references in the New York Public Library* (Bulletin of the New York Public Library, Jan.-Feb., 1917).

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EXCERPTS

THERE is clear necessity that, in this day of unrest and reevaluation, the leaders of American business and industry face fresh problems with fresh minds. The real center of social authority has so far shifted from politics to industry that the tone and temper of our national life are more nearly determined by the way the business and industry of the country are conducted than by the way the government is con-

ducted. The statesmanship or stupidity of business men is of more social significance than the statesmanship or stupidity of politicians." (Glenn Frank, *The Politics of Industry*, p. V).

“NOW, what are a few of the principles that, combined, must form and under all circumstances include both the employers' point of view, viz. good profits, with the employees' point of view, high wages and reasonable hours? The chief of these basic principles are increased production with consequent reduction of overhead charges and reduced operating costs, combined with shorter hours for workers, resulting in better working conditions, leading to greater efficiency and producing higher wages and better profits. To ensure the attainment of these aims and objects and of these sound economic conditions, and as part of the control of labour, the words 'Scientific Management' have been applied. Unfortunately, much that is preached and sometimes practiced by this school of employers is neither scientific nor worthy of the name of management. But underlying all the error of this school of thought are some good, sound, wholesome practices. But perhaps a less stilted and less irritating title would be 'Industrial Administration.' The supreme spirit of scientific management worthy of that description must be that of administration. 'Management' rarely considers the workman other than from the point of view of control, and to thrust the antagonizing spirit of control to the front place, as so-called 'Scientific Management' would appear to be doing, is not to make the relations between employers and employees less irritating, but rather the contrary. The whole idea associated with 'Management' is that of control, which idea has embalmed itself, and its meaning, in the name 'boss.' But workmen have grown and developed much during the last quarter century, and are no longer blindly consenting to be 'bossed' or controlled as if they were children. Workmen have become responsible human beings, and claim some just and sane share in the management of their own lives and conditions. The workman today claims rights, and does not deny that the exercise of rights will bring with it the responsibility for the performance of duties, and these duties he is willing to undertake. But to show how inapplicable the word 'Management' is, it is obvious that you cannot have management of rights nor management of duties. To show the better applicability of the word 'Administration,' you can have administration of rights

and administration of duties. Therefore, if employers and employees are to be brought to work together, and if all suspicion and distrust, not to say actual and active opposition, are to be abolished, then the idea of 'Management' as 'bossism' must be surrendered by the employer.

"At this point, I think I can read the thoughts of many in the room, who will be wondering whether I am advocating the surrender of all discipline in Industrialism. Nothing of the sort. There must now, and for all time, be authority and law in Industrialism as in the Army and as in all places where communities have to live and act and work together. Both employer and employee must agree fully and without reserve in this, otherwise Industrialism and the working together of an organized system for production would be impossible, and mankind would degenerate into a mob.

"We must have authority and law and due observance of discipline in the factory and workshop as on the steamship, and as for the nation and State. But do not let us confuse ourselves over this essential. The question is, Has the authority to be autocratic? If so, have your management as 'boss' and endeavor to make it as scientific as possible. Or shall the authority be democratic? In that case, let us adopt the description for the authority we must provide that best fits our aims and intentions, viz. administration. You will find that whilst the dictionary gives 'control' as one of the meanings of management, that word does not appear as one of the meanings of administration, but the words 'to direct,' 'to dispense'; and the word 'guardian' is given as the meaning of the word 'administrator.' These latter all form a good democratic basis and the necessity for authority, law discipline, and obedience, under these conditions, is at once admitted and can be accepted without humiliation or loss of self-respect, when 'bossism' even if called 'Scientific Management,' would raise a spirit of opposition founded on the resentment we all feel to that very idea when applied to ourselves.

"Scientific Administration we would all welcome as applying to established principles supporting the laws for the working together of hundreds, or thousands, or millions of men and women in productive enterprises for the combined benefit of employers, employees, and of the whole community. Scientific Management is apt to be viewed as entirely designed to increase the profits and advantages of the employer at the expense of the employee, whereas Scientific Administration would be welcomed as merely the science of production in the simplest, easiest way