

soon undertake a dictionary of terms, and that it consider the abolition of the word "task", substituting "standard time," or something like that, for it; and that it even consider the changing of the word "bonus". There are some mighty good words which have been killed by the association of ideas, and some mighty good words which have been killed by overwork, and I think the time has come for the Society to consider that and to do some really constructive work in the matter of definitions and terminology.

Mr. Babcock: Mr. Chairman, I would like to make this answer to Mr. Cooke's inquiry of some minutes past. I don't think the members of this Society should be expected to give a snap judgment about the Rock Island plan. I don't think we ought to be expected to answer a question along that line until we have had an opportunity to make a full study of it.

Mr. H. R. Scheel: As Colonel Babcock implies, putting a question in the way that Mr. Cooke has, is with inference.

The writer feels that there is a distinct danger in a management situation where the control or part of the control rests with elected representatives of workers. The trouble with elected representatives is that they don't stay representatives. Again, groups and masses of people, being subject to the influence of the spoken word, will, under stress of feeling or emotion, fail to so act as to make a consistent policy probable. Indeed, all the disadvantages of our political system becomes a part of the production and management problem. It would seem clear that a manager engaging a considerable part of this time in shop politics can have less energy and time available for executive work. In other words, he tends to become either a good politician and an indifferent executive or a competent experienced executive out of touch

¹Brighton Mills, Passaic, N. J.

with his political machine and promptly move out of office.

The Chairman: I understand that what Mr. Cooke called for was not a judgment but a statement of obvious inconsistencies with good management.

Mr. Cooke: Mr. Chairman, we certainly came here to discuss management propositions, questions of management pure and simple, and practically everybody in the room has given consideration to such questions. I have had misgivings about this Rock Island plan, but they have been resolved through personal contact with Mr. Cornick and one or two of the representatives at the Watertown Arsenal. It seemed to me that if anybody had any conclusions on the matter he might give them to us. I know that Mr. Cornick would like to be advised, if he is headed wrong. I know that he came here for enlightenment, just as much as to present certain views to us.

Mr. Babcock: My point is simply as a member of the Society, that a question of that sort cannot be taken up immediately and disposed of in a few minutes. We have been congested with ideas for the last day and a half, and I still believe, as far as I am concerned, and as I have already expressed myself, that as a member of this Society one should give such a question mature judgment. It should be understood that this is a subject of very grave moment, one that we are all deeply interested in. I, as one member, certainly would not feel capable of answering Mr. Cooke's question during the session.

The Chairman: As the chair understands it, the Society is not in the position of having put itself on record. The question was simply asked, whether anybody could immediately put his finger on a flaw in the plan, from the management point of view, and nobody was ready to respond to the question. But that does not imply that, after more careful consideration, every person here might not discover flaws in the plan.

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ation;
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