

# TAYLOR SOCIETY

ENGINEERING SOCIETIES BUILDING  
29 WEST THIRTY-NINTH ST., NEW YORK

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## OBJECTS OF THE SOCIETY

(Extract from the Constitution)

The objects of this Society are, through research, discussion, publication and other appropriate means:

1. To secure an understanding and intelligent direction of the principles governing organized effort for the accomplishment of industrial and other social purposes for the mutual benefit of
  - A. The Community
  - B. Labor
  - C. The Manager
  - D. The Employer
2. To secure the gradual elimination of unnecessary effort and of unduly burdensome toil in the accomplishment of the work of the world.
3. To promote the scientific study and teaching of the principles governing organized effort, and of the mechanisms of their adaptation and application under varying and changing conditions.
4. To promote general recognition of the fact that the evaluation and application of these principles and mechanisms are the mutual concern of the community, labor, the manager and the employer.
5. To inspire in labor, manager and employer a constant adherence to the highest ethical conception of their individual and collective social responsibility.

(Continued on inside back cover)

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## BULLETIN OF THE TAYLOR SOCIETY

A SOCIETY TO PROMOTE THE SCIENCE AND THE  
ART OF ADMINISTRATION AND OF MANAGEMENT

ENGINEERING SOCIETIES BUILDING  
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### COMMENT

ONLY part of the proceedings of the annual meeting held in New York, December 5 and 6, 1919, appears in this issue of THE BULLETIN—an account of the business session and the papers and discussions of the Saturday forenoon session. The papers and discussions of the Saturday afternoon and evening sessions will appear in the next issue, which will come from the printers early in April. The following subjects may therefore be expected in the April issue: "A Mathematical Discussion of Labor Turnover Formulas," by Carl G. Barth; "Mutual Ratings," by Henry W. Shelton; "The Need of Better Management in Mining Operations," by Hugh Archbald; and "The President's Industrial Conference of October, 1919," by Henry S. Dennison and Ida M. Tarbell.

THE business session of the annual meeting was possibly the most interesting session of the meeting. Business meetings of the past have been characterized by small attendance and the conventional dry

routine usual in such meetings. The business session of the December meeting, however, brought out a large representation of the membership of the Society and was full of "pep" from beginning to end. Several factors contributed to this outcome. The arrangement of the annual dinner in connection with the business meeting was one; the interesting, forward-looking reports of committees was another; the presence and remarks of distinguished guests was perhaps the chief contributory factor. Details of the meeting are presented on other pages of this issue and should be read by all members who were unable to be present.

IN one respect at least the December meeting was not as satisfactory as the October meeting. Too many papers were scheduled at each session, with the result that there was not sufficient time for discussion. For instance, the discussion of Mr. Hathaway's excellent paper on "Standards" was voluntarily suppressed, because of the consciousness of another paper to follow; and the discussion of Mr. Thompson's admirable paper on "The Foreman" was impossible, because when the presentation of the paper was concluded, the time allowed for the session had expired. Each of these papers deserved an entire session and adequate discussion. The Society apologizes to the contributors of such papers and to those guests who came to discuss papers and then found no opportunity to do so. At future meetings papers of the importance of those presented at the December meeting will each be given an entire session.

WHEREAS the October meeting emphasized the administrative problem of industrial relations, the December meeting emphasized managerial problems—the problem of standards, of the foreman, of rating performance, etc., and devoted but one session to a purely industrial relations discussion. In that respect the December meeting was a model for what three out of four meetings of the Society should be. It should be borne in mind that while a fine spirit of cooperation within the entire personnel of a plant is essential to good management, it is not a substitute for good operating conditions and methods. Whichever is the foundation, the other is the superstructure. The foundation without the superstructure may show tangible results, but it is a wasted, because an incomplete, investment; a superstructure without foundation is unthinkable, is literally building castles in the air. The two are essential. And because "industrial relations" is chiefly a spiritual and mental