

ounce of energy and every bit of ~~time~~—at the disposal of the Managing Director.

"The place of this Society is just now one of very great importance, one of absolutely vital importance, to my way of thinking. I had the pleasure, without giving any sort of return for it, of being a member of the President's industrial conference in Washington in October, there getting contacts that are perfectly priceless, and points of view that I shall value all my life. Every reflection that came from those contacts pointed to the need of clear thinking and of what we call the scientific attitude in management.

"If I am anywhere near right in my conception of what scientific management is, of what that approach to business problems is, which Mr. Taylor first began, there should be absolutely no question in Miss Bonfield's mind of the position of the worker. Machines are the mechanical engineer's problem; materials and mechanical methods his problem. Our problem, that of the manager, is the human problem.

"If one considers the human problem as a mechanical problem, one hasn't begun to consider it. It is a problem of human nature. Can one lead men rightly when one leaves out of account the instincts that have been developed in them through thousands of years? Can one suppress desires and yearnings that are in the very nature of man, without acting obviously against one's own and society's interests?

"Scientific management of men is management which will give them the utmost of satisfaction; otherwise it is ridiculously unscientific.

"Now, capital is in no condition, mentally or otherwise, to solve the problem of scientific management. The manager-engineer must solve it; you must solve it. It cannot be that the problem will be solved by the lawyer at the head of a corporation, who has not the background of contact with the shop and with the worker. Those of us in industry have only too little of it!

"I recall saying at the Cambridge meeting that I believe the next significant step in scientific management, in the work which Mr. Taylor started, involves cooperation with the worker; organized cooperation. This is not sentimentalism; it is cold-blooded science. The beginning of organized cooperation with the worker marks the beginning of the passing of the industrial relations problem from the present hopelessly acute stage into the stage of the sort of problem which science is continually presenting to us; a problem never solved, but which is always being solved; always offering to mankind advantage and opportunity for further development.

"Today it is nothing but a fight, a hopeless destructive sort of fight. It is through this Society that I hope and believe that the transformation of that destructive method into a fine, constructive method will take place; and I am more than glad to take such small part in it as our Managing Director will allow."

DISTINGUISHED GUESTS SPEAK

IN his opening remarks at the annual business meeting the chairman said: "We have with us tonight, as guests, three distinguished representatives from Europe. It gives me pleasure to welcome them on your behalf. It is fortunate that the labors of the several missions of which they are members have been concluded and that they can on that account find the time to honor us with their presence. That they should choose to attend our meetings is especially significant when we realize the variety of competing interests—people and things they desire to see in the short period before they sail. It is especially significant that two of our guests are official representatives of labor in European countries: Miss Margaret Bonfield, of London, Assistant Secretary of the National Federation of Women Workers and Member of the Parliamentary Committee of the Trade Union Congress, technical adviser of the British delegation at the international labor congress recently held in Washington; also Miss Kerstein Hesselgren, of Stockholm, Factory Inspector for the Swedish government, and technical adviser of the Swedish delegation at the international labor congress. That they should wish to take back to labor in their respective countries first-hand information concerning scientific management and the Taylor Society is of importance to us. Monsieur de Freminville, of the French economic mission, comes not merely as a guest but as a member. To him I extend the greetings of fellow-members, and I also desire to extend to him the congratulations of the Society that he, and through him the Society, should have just been honored by his election as an honorary member of the American Society of Mechanical Engineers." Later in the evening the chairman introduced the guests with these words: "I am now going to vary the monotony of routine business by action that will be pleasurable to you. I am going to ask each of our guests for a few remarks, as a penalty for associating with live and inquisitive people."

MISS BONFIELD: I think this is taking a mean advantage. I was promised that if I came here tonight I was to be a listener and see what was performed.

However, your chairman has very kindly said that you expect only a few remarks.

May I say first of all with what great pleasure it was that I received the invitation to come here tonight? I have seen various aspects of American life and I was particularly anxious to see the aspect represented by your Society, to sense the atmosphere with which you men who are engaged in scientific management are trying to approach the problem.

I speak as a trade union officer seriously interested in this question of scientific management from an entirely critical point of view. We have in our country, Great Britain, watched some of the industrial experiments here in the States, and quite frankly we have felt that we have nothing to learn from them as far as the workers were concerned; we have felt that if anything they were likely to be dangerous if the British manufacturer attempted to introduce them into our country. But we have not stopped at that point. We have tried very earnestly to see to what extent trade unions could study scientific management with a view to lightening the burden falling upon the shoulders of the workers, and I was particularly interested in the report of the Research Committee on this question of unemployment. It is probably one of the most difficult—certainly from the worker's point of view it is one of the most vital—of all the problems with which we are faced.

That feeling of insecurity constantly haunts the life of the manual worker, of the casual worker, and even of many of the rank of the permanent workers. It is one of the great shadows helping to depress the whole existence of the working class, and I am deeply interested in the fact that you are going to make a scientific investigation of it. We are making proposals in our country for dealing with unemployment, and from the worker's point of view we are always emphasizing the note of prevention of unemployment. We think it is such an awful waste of human energy, such a waste of skill, such a waste of resources, such a waste of the standard of living in the home, that there should be these periods of unemployment; and we are confident that they need not exist, that it is perfectly possible to so organize industry, so organize the distribution of goods, that there should not be these periods of rush and these periods of slackness under any really scientifically managed method of production. So I am heartily glad to know that you are on the way toward this investigation.

The other thing that perhaps you will forgive me, if I emphasize it again, from the worker's point of view,

is what appears to be sometimes the introduction of a still more mechanical attitude towards production. There are so many employers, you know, who are so keen about output that they seize upon the mechanical side of scientific production and entirely neglect the human side, which is the keynote of the attitude of this Society; and if there is one emphasis I should like to make more than another it is that in perfecting your mechanical science you will use the whole weight of your Society continuously, in season and out of season, to impress upon the captains of industry that industry after all should be the servant of humanity and not its master.

That is the side of life which we laborers are perhaps over-emphasizing, but which I do think the people on the other side of the fence sometimes entirely underestimate. To humanize industry, to make work not merely a less unpleasant thing but to make it really a joy, to make it a thing that every one will want to do, should be the aim of science, and I am perfectly confident it is not a Utopian dream at all. We have that aim inside our own cooperative movement, about which some of you may know; we have many setbacks and we would gladly have more science applied to the management of cooperative societies. We have proved that working in the service of a community can be a greater incentive than even making money. We have proved that we can hold and retain the services of managers of great capacities; managers who would be bought out if they were buyable by commercial concerns, but who prefer to remain salaried persons because they can help to evolve a system of business which endeavors to create a cooperative commonwealth; and I am sure as we move on in the program of the world and in the progress particularly of science as applied to industry for the purpose of making it the servant of humanity, we shall enter into new realms more inspiring, still more adventurous, and, yes, I venture to say, more romantic even than the tales of the knights of old.

I think to harness iron and steel, to harness the great waterways, to harness electricity, to take all the raw materials of the earth and place them at the disposal of humanity is one of the greatest adventures that anybody has ever been called upon to perform. And we who are working in the ranks of the trade unions, we have our minds set upon that and we want efficiency. We want scientific management, but we want also a real partnership in these things on behalf of the workers. We want and we claim and we demand educational opportunities, opportunities to develop the