

faculties, to develop those gifts with which nature and with which God has endowed the children of the poor as well as the children of the rich; and I am sure if we can all go ahead in that spirit of trying to harness the resources of the earth to the service of humanity we shall all feel a greater joy in life itself.

MISS HESSELGREN: You may understand that for a person who speaks another language to come after Miss Bonfield is extremely embarrassing. She has put in the finest manner possible all the things I should like to emphasize. But perhaps I can say as much also of our country up in the very far North; more scientific management is coming, and it is looked upon with very much distrust in many ways, and being a factory inspectress, I have come across this question over and over again.

I see in the different factories how differently they are managed, how much the work is worse in some factories than in other factories in the same kind of trade. On the other hand, when I speak to the work people about taking up anything in this way of management, they are all suspicious; they always say, just as Miss Bonfield said, that they believe employers don't want to do anything with that except "make us more like machines than we are now, and we absolutely won't have it."

I have a feeling that that is, of course, not the right view of this thing, and I have been longing for many years to come over here and see it first hand. But when I finally came over to this country, I just jumped over. I didn't know until a week before I sailed that I was coming, and when I arrived I had to work hard from early in the morning until late in the evening in that Washington conference. So I didn't have any time at all to come in touch with scientific management until these last few days here in New York; and then, I thought, I must try to get in closer touch with it; and you may imagine my happiness when I yesterday afternoon came upon Miss Van Kleeck and heard from her about this dinner and this meeting here that would bring me in contact with the very essence of wisdom on this point.

I felt that would be a liberal education for me, and you must realize when one has to pack the education into this evening and perhaps a little tomorrow again—that you can't expect me to go back to my country with very much. But somebody has made me promise to become a member of this Association. I don't know whether you will allow a foreigner to become one and to keep in touch with you, and to try to understand more of scientific management, and to try in my own

country to combat that feeling of mistrust among the trade union people.

I am absolutely sure that if we can get the trade union people to take hold of this question before scientific management enters into our country to any great extent, we will achieve what Miss Bonfield wants; and I think now is the moment when it ought to be introduced, because we are going to have the eight-hour day and all of these changes in methods of work, and I think their minds are open for making changes. And if we can get the trade unions themselves to take hold of the thing, I have great hope for it.

I must say that the little I have been able to learn during this evening here gives me great hope that that is possible, and I think I can go back to Sweden with the feeling that even if I haven't had the time to study scientific management as I wanted to, I have made contacts that will enable me later on to study it further. And I thank you very much for the opportunities of this evening.

THE CHAIRMAN: While Miss Bonfield and Miss Hesselgren were speaking, I had a vision, and that was a vision of the beginning of the clearing away of the misunderstanding and misapprehension in regard to scientific management in England and in Sweden; and of the time when we can say that this little visit tonight was the beginning of it.

M. DE FREMINVILLE: Ladies and Gentlemen: I was very little prepared to speak tonight. I was only enjoying the very great pleasure of renewing the contact with many friends here, and bringing back the keen reception I received from Mr. Taylor in past years.

You asked me to say a few words on scientific management. You have heard just now two ladies speaking in a very impressive manner about scientific management and labor. Of course, I am not at all qualified to speak in behalf of labor, but I must say that from the beginning if scientific management was imposed upon my mind as a very good thing, it was because I believed thoroughly that it could be applied in behalf of the working people.

You have heard these ladies express one of the fears of the workman as unemployment. I have kept my eyes upon that point all the time I have had workers with me. I knew very well that they were afraid of being unemployed, and I thought that my first duty was to conduct my business so as to avoid unemployment to the best of my ability. I have succeeded in that for many years, and I must say that the men I have had with me responded splendidly to my expectation.

It is difficult to avoid unemployment on a small scale; one must plan one's work a long time beforehand to be certain not to have unemployment. To do that it is certainly necessary to go into details, to know exactly how the work must be conducted, to have the best means of doing the work; and there you bring scientific management into contact with the workman. I don't think at all that by doing that you turn the workman into a machine. That is not my experience.

ANNUAL BUSINESS MEETING

THE annual business meeting of the Society was held at Keene's Chop House, Friday evening, December 5, 1919, following a dinner at which members and invited guests were present. In contrast to business meetings of other years the attendance was large (over one hundred were present) and the meeting interesting—fully as interesting (to guests as well as members) as sessions devoted to the discussion of papers. The conspicuous enthusiasm was due in part to the spirit of informality and good-fellowship inherited from the dinner, to the forward-looking reports of the committees, evidence that the Society at last "consists of operating departments as well as an overhead," and to the presence of distinguished European guests whose happy and sympathetic remarks, in response to the call of the chairman, broke the monotony of the consideration of purely business matters and increased in every member the feeling that the Society has before it opportunities to promote the better direction of productive efforts and more harmonious industrial relations—not merely in the United States but among other peoples. That two of the guests were official representatives of labor in England and Sweden, respectively, and another an official representative of French industry, is noteworthy.

The remarks of speakers which did not pertain specifically to the business affairs of the Society are printed elsewhere in this issue of THE BULLETIN.

Report of the Treasurer. The Treasurer's report, submitted in writing, will be printed separately and mailed to the members of the Society.

Report of the Finance Committee. Richard A. Feiss, Chairman:

The Committee had considered the problem of increasing the income of the Society to make possible extension of the work of the office of the Managing Director. That office had kept within its budget of \$1,000 per month, but a fifty per cent increase in the

budget was essential to carry on the work of the office during the ensuing year. It was necessary also to increase the income to absorb the underwriting obligations which had been necessary to establish a Managing Director's office for the Society. After consideration of this problem the Committee had come to the following decisions:

1. That the principal sources of income for the Society for the immediate future, would have to be initiation fees and dues of the various classes of membership, and that any increase in income must come primarily from increase in membership.

2. That the initiation fees and dues of Active, Associate and Junior Members be not changed.

3. That life memberships be encouraged and that the Constitution be changed to provide for a life membership upon the payment of \$1,000 in four annual installments; the principal resulting from such payments to be held in a special reserve fund and returnable to life members then living if and when the Society may be dissolved; the income of such fund only to be used for operating expenses of the Society; Life Members to be relieved of the payment of initiation fees and annual dues. To that end it is proposed that Article C 12 of the Constitution, concerning life membership, be so amended that for the words "by the payment, at one time, of an amount sufficient to purchase from some legally incorporated life insurance or other company an annuity on the life of a person of the age of the applicant equal to the annual dues of his grade," there be substituted the words "by the payment of \$1,000 in four annual installments."

4. That the number of Sustaining Members be increased and that the Constitution be amended to permit the payment of dues by Sustaining Members in accordance with ability to contribute; and that to that end it be proposed that Article C 11, concerning dues, shall be amended by substituting for the words "of a Sustaining Member, \$100" the clause: "of a Sustaining Member, not less than \$100 and not more than \$500, to be determined by the Board of Directors and in accordance with the applicant's ability to contribute."

5. That there be organized and undertaken at once in cooperation with the Membership Committee, an intensive membership campaign of six months for the increase of eligible members of all grades; that the Managing Director be expected only to plan and supervise such campaign; that he have an assistant of suitable experience and personality for the necessary field work; that the necessary fund for such campaign