

# 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)

AUG 19 1920

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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  
29 WEST THIRTY-NINTH STREET, NEW YORK

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Per Year \$3.00. This Issue \$.75

VOL. V      APRIL, 1920      No. 2

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### COMMENT

FOR the benefit of those who have not seen the preceding issue of THE BULLETIN, attention is called to the fact that this issue contains only part of the proceedings of the New York meeting of the Taylor Society. The leading articles presented at that meeting which were published in Vol. V., No. 1 (Feb. 1919) are "Standards", by H. K. Hathaway, and "The Foreman", by Sanford E. Thompson.

ALL the articles published in this issue are thought provoking. Mr. Barth's paper contains "higher mathematics" which may not be intelligible to the man on the street (and to most employment managers), but the argument should be intelligible to everyone. It raises the question whether after all our labor-turnover formulas will amount to much until we are able to incorporate into them factors which take account of the reasons for separations and hirings. A measure of quality of management, and not merely a measure of turn-over loss, is what we seek in the use of these

formulas, and the reasons for turn-over are essential to any comparisons of quality of management based on the movement of employees.

THE article "Mutual Rating" is the recital of an interesting experiment. We hope it will be thoroughly tried out. It is of interest from several angles; first, simply as an example of technique in participation; second, it raises the question whether participation *per se* increases output; third, it raises the further question whether, regardless of the influence on output of participation *per se*, there may not result from such a system of rating an increased production because of the better selection and assignment of workers, foremen and superintendents. The performance of any executive function involves a combination of technical, teaching and selling ability. Teaching and selling effectiveness are largely a matter of mental and spiritual contact; of personality. May not the workers as a group be a better judge of those qualities in a foreman than is the superintendent; may not the foremen be better judges of those qualities in a superintendent than is the works' manager? Is it not possible also that they may be at least equally competent to judge technical ability?

ITEMS in the press, during and since the strike of the bituminous coal miners, have prepared us to believe that in that industry there exists the grossest managerial incompetence. Mr. Archbald's paper practically convinces us, and that by a consultation of notes concerning management taken casually before the strike in the midst of his duties as an engineer, and not the result of any special investigation of management in the mines. And his postscript is especially suggestive; the American Institute of Mining and Metallurgical Engineers, at a meeting held after the strike, failed in discussion of the problem to get to the heart of it—namely, the competence of the management. They talked about the need of better machinery, but not about planning and the coordinated use of existing equipment. Readers of the discussion of Mr. Archbald's paper will be interested in the suggestion that in the mining industry there does not exist a motive on the part of the owners for better management, for the reason that the costs—to the owner, not to the worker—of incompetent management can be loaded onto the consuming public. As interesting to the reader in his capacity of citizen as are the technical problems to him in his capacity of engineer!