

cause it is similar to the development in our own organizations, in which we have men on the jobs who are actually taking the detail time studies and working them up, while other men review the data, and thereby check the conclusions or throw such light upon the work as to insure their correctness. The amount of data then gathered from the various plants, although the character of the work might vary, would have some operations in common or very similar, so that the data obtained could be used at least for checking and in some cases would be interchangeable.

The first thing which is required when a body of men get together is a common language. This, then, is my first consideration. The terminology which we are to adopt is important because we shall find that we have involved in our terminology the underlying practice we are using. Several years ago the company with which I am associated, in our own organization, started to standardize our terminology, and after getting this into fairly definite form, I took up the draft of it with the members of our organization, expecting to be able to go through the terms in about an hour, as we had all given the subject considerable thought. To our surprise we worked over these terms for five hours. The thing that most amazed us was the many phases of management brought out in our discussion of some particular term.

### III. STANDARD TERMS

The dictionary that defines the words which people use is prepared for the purpose of creating a mutual understanding among men. Without a dictionary, we should have no way of being sure that the same word always means the same thing. Occasionally a new word is coined by some one and becomes popular, and we are not surprised as years go by to see it appear in the dictionary. Others, however, are coined and used by a multitude of people, and still they never appear in the dictionary.

A great many of the terms used in the industrial world are not in the dictionaries, or when they are, they are defined only in a very general way. This lack of any source for finding the real meaning and significance of industrial terms is a decided hindrance to a mutual understanding among industrial people, because it makes it impossible for them to be sure that the same term always means the same thing. Accordingly it seems worth while for us to

define a few of the common terms as a start, let us say, toward an industrial dictionary!

We have all had the experience of visiting plants other than our own and noting the differences in the use of the same terms; sometimes a cause of much confusion. It interferes to a large degree with the easy interchange of ideas between the members of the same or of different organizations. Let me give you a pat and rather amusing illustration.

At a meeting of a group of industrial managers at which an official of a large corporation was present, a paper was being discussed on a special feature of the bulletin board (or planning board, as we call it). This executive became very nervous listening to a lot of detail which meant practically nothing to him. As soon as he could, he got up and stated that at his plant they had a bulletin board which had been working successfully for several years which did not require all the red tape which was evidently necessary with the one being considered by the meeting; that all they had was a plain, ordinary blackboard on which they could either write with chalk the announcements they wanted to make, or post them on the board by means of thumb tacks. Now, what could be simpler? Why the necessity for having special printed tickets on which to write, and then posting these on the bulletin board?

Now, setting up standards of terminology or any other kind of "ology" is not a substitute for judgment or common sense. There are cases where, for instance, the organization is so constituted that every member has learned from the minute he entered the business many years ago that a "schedule" is an order upon the factory to manufacture a definite amount of goods of a definite kind. It may cause confusion for months, or even years, among the employees in some particular plant, because of the caliber of the workmen, to effect a change in the term. Such a change would probably be readily understood and adopted in ninety-nine per cent of the plants, but in the one particular plant common sense dictates that owing to the kind or class or nationality of men we are dealing with, the changing of this apparently erroneous term would be inadvisable.

Some concerns have made so many changes in terminology that they have wrought up their organization to an attitude of resenting the suggestion of another change. And even more will they resist going back to some term already used and discarded.

Where the constant changing of terms has brought the organization to a point of confusion and irritation, judgment must rule against the advisability, under other conditions, of still further changes.

Just one more instance which occurs to me. If a company has established a Control Department which will be developed later on into what we should call, according to our standard term, a "Planning Department," it might be very injudicious for the client to change the name to Planning Department, it might actually hinder the development. On the other hand, in the same plant, a change from the term "tickler" to the term "reminder" might be accepted and adopted very readily, because the word "reminder" is much more significant than "tickler."

Now, we have been facing some of the difficulties in the individual plants but we have not been saying that "It can't be done." A standardizing of terminology is not an impracticable thing. Because "my plant is different," true as this may be, is no reason whatever why any of us should not be ready to cooperate in this undertaking. There are two possible plans of procedure:

- 1st. To have all plants under Taylor management change their terminology to conform with the Taylor standards;
- 2nd. To have individual plants retain all their established terms so as not to irritate the members of an organization.

As to the first plan, no one will question that the ideal way would be for every plant to change the terminology already in use, without reservations or personal preferences, once we as a Society have agreed on and accepted a standard. This would suit us perfectly, and would mean that every plant would be doing just the correct thing.

However, let us give this familiar phrase "my plant is different" a moment's consideration and admit that it expresses a fact which must be regarded. The second plan—to have each individual plant retain all its established terms—represents the extreme recognition of this fact.

Probably then the best way out of the woods is to combine the two, to introduce the terminology conforming with the Taylor standards wherever this is practicable, that is, wherever it can be done, without irritating unnecessarily the members of the organization.

The following illustrate what I mean by standard terms and standard definitions:

Absence	Not present during working hours.
Absence Card	A 4¼ x 4¼ red card printed in black ink, placed in the ticket rack when employee is absent. The time is stamped on the back of the card at the beginning and at the end of each absence, giving a complete record of the particular employee's absences.
Absence List	A list furnished by the Schedule Clerk each day, giving the names of all absentees.
Absence Ticket	A 4¼ x 4¼ white ticket printed in black made out by the Ticket Clerk and signed by an employee arriving late or leaving early. It is then time stamped on the Time Recorder.
Absence Stamp	A rubber stamp with the word "Absent" in outlined letters ¾" high and 1½" wide, used by Ticket Clerk in stamping time tickets of employees who come in late in the morning, not to exceed, as a rule, one-half hour.
Apportioning Stores	The setting aside on the Stores Record for future use on a particular order in the manufacture of the product, of materials or partially manufactured materials.
Apportioning Stock	The setting aside on the Stock Record for future delivery on a particular customers' order, of manufactured materials.

(One hundred twenty-two additional specimen definitions contained in Mr. Lichtner's manuscript are omitted in the printing. The original is on file in the office of the Taylor Society and may be consulted by anyone who is interested. Ed.)

### IV. THE FUNCTIONS AND EXECUTIVES TITLES OF A STANDARD ORGANIZATION

Every business has necessarily a plan of organization which presumably is understood by the officials of the company. Very often, however, things come up which bring forcibly to their attention the fact that the functions of the members of the organization have not been clearly defined, with the result that when something goes wrong, each one can pass the buck to the next one.

Many concerns realize this but put off having the organization clearly defined, for they fear that since the business is developing and someone who has been with them for years is filling a certain position, it would cause hurt or hard feelings if the true status of affairs were really known. In other cases the organization may have some "weak sisters" holding down big jobs who would have to be given subordi-