

the genuine well-being of the workers." The book covers broadly the general principles of the administration of human relations in industry, and the practices successfully tried out in this field.

The general plan is the development from the particular field of personnel administration within the plant to the broader one of inter-relations throughout the entire industry. A logical division of personnel work for administrative purposes groups the subjects thus: Employment, the securing and placing of an efficient working force; Health and Safety, the consideration of the physical well-being of the workers; Education, the training of the entire organization; Research, detailed study to obtain facts as a basis for job and wage determination and for proper working conditions; Service, activities and cooperative ventures contributing to the general welfare and happiness of the worker—such as recreation, thrift plans, etc.; Joint Relations, all efforts on the part of management and workers to meet on a common ground for mutual understanding within the plant and within the industry.

In the discussion of each problem, the authors set forth the principles involved, and then describe, often step by step, the methods to bring about the most satisfactory solution. There is an insistence upon the reader's understanding the theory of each solution, and to the executive it may seem that theory is overemphasized. The evident purpose in this, however, is that the reader may get the spirit and work out the principles in his own industry, not following the model solution by letter.

The position of personnel administrator is presented as one of major importance, demanding perhaps a lifetime to master. It is not one which can be filled after a short period of industrial experience and a little additional education; it demands consecration of purpose, devotion to ideals, and hard work. The personnel administrator should have a thorough knowledge of production technique, cost accounting, financing, sales policies, and all elements of business procedure. This knowledge is essential if the executive is to grasp the opportunity in his position to handle successfully the problems which come to him.

The absolute necessity of understanding production and production methods is strongly emphasized. The writers realize that the problem is second to no other in plant management. The success of any activity is to be viewed in the light of its advancing this aim. Note for example the following quotations regarding the action of workers' committees: "The test of the vitality of committee action is not to be its success in handling personal maladjustments which have arisen; the test is rather in its ability to arouse and continue a serious interest in the production problem as such, in process, methods, specifications, formulae, etc." Again—"the true source of their power and significance lies in the closeness of their relation to the production process." All so-called welfare projects are discouraged unless they can be proved actual contributions to production. The endeavor of the personnel administrator must be in a great measure to teach the worker the need of maximum production and to give him a comprehension of the problems of production.

While emphasis is placed on the aim for production, the authors do not consider this the end of industrial effort. "Industry is being carried on for the sake of people—the people in it and the people whose needs it serves." To accomplish this purpose, an understanding of the problems of production is not sufficient. There must be a comprehension of what the authors call "human values" in industry, the motives which influence men to act. Management has too long neglected to differentiate between machines and men in its planning, and in America, our surplus of labor for so many years has permitted this neglect to continue. The recent shortage has awakened our thought and forced us to see the reaction from our careless treatment and ignorance. The chapter on *Human Values in Industry* will well repay careful study. It sets forth convincingly those instincts which must

be satisfied in everyone of us if we are to live normal, well-rounded lives, and these same fundamental needs will have to be met in industry if men are to contribute their share happily. No amount of coercion or fear can force from workers so much in the way of production as can be secured from their own willing effort based on the satisfaction of the fundamental human instincts.

Throughout the book the utmost stress is laid upon the value of gaining the consent of the workers to all procedures. It is felt that no successful work can be done along the lines of establishing employment standards, arousing interest in the worker, maintaining good shop discipline, and acquiring the utmost efficiency, without making the workers conscious parties to the determination and maintenance of rules and standards. Perhaps the most novel idea along this line is that of gaining the consent of the workers in the matter of job analysis. The job analysis, carried on jointly by employer and employees, will, it is believed, bring out absolute facts as a basis for determination of amounts of work to be done on a job in a specified time. Jobs can thus be graded as to skill, hazards, difficulty, and so forth, and a fair wage, based on a consideration of all elements, can be set. The authors give this definition of a fair wage: "A fair wage is one which, in relation to the work agreed upon, under existing circumstances, with the then available facts and taking account of all active factors, the interested parties agree to be reasonable, possible and expedient."

The work of wage determination cannot be carried on by individual plants but must be general throughout the district and finally throughout the industry. The possibility of representative district boards for the purpose is suggested. That many of the problems presented in any individual plant are not ones that can be solved by that plant alone, but demand associations of both employees and employers in the whole industry forms the basis of discussion for several chapters, and the authors look forward to the time when there will be national industrial councils functioning in this country, representative of both the nationally organized employers and workers in any industry.

The influence of Robert G. Valentine, to whose memory the book is dedicated and to whom, also, the authors acknowledge in the preface, a "debt of inspiration and suggestion," may be felt throughout the book. The chapter on *Labor Audit* sets forth one of Mr. Valentine's contributions. A periodic audit of all factors within an organization affecting the relations of workers and management is unquestionably of great value both to the management and to the workers, and is as essential to the personnel administrator as the financial audit is to the treasurer:

The book is scholarly, lucid, and forceful. It is not primarily a textbook, although it is of equal value to students and to executives, as it contains both theory and practice. It shows evidence of broad knowledge of psychology, economics, sociology, and extensive study of actual working conditions in many plants. The references at the end of each chapter furnish material for further study for both student and practical worker. As a reference book the separate chapters will be valuable to one interested in a particular subject, but the complete intent of the authors will unquestionably be lost if the book is not read as a whole, as there is a progressive interdependence in the content of the chapters. Special mention should be made of the very excellent index.

No panaceas are offered in the book for the solution of labor problems; indeed that idea is definitely discouraged and the flaws in many so-called panaceas are pointed out. In an impartial manner the book takes up many of the modern tendencies in industry, such as shop committees and collective bargaining, and points out the advantages and disadvantages. It is evident that the authors have set about their work with absolutely unprejudiced minds and that they present with fairness the results of tried experiments in the labor field.

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A SOCIETY TO PROMOTE THE SCIENCE AND THE
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IT is certain that there are a great many articles of every day use in which the manufacturer would indeed be glad to undertake some cooperation in standardization, from which the saving in national effort would be interpreted not into millions but into billions of dollars. This does not mean that we stamp the individuality out of manufacture or invention or decoration; it means basic sizes to common and every day things—Herbert Hoover.

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