

FULL REPORT ON EFFECT OF TAYLOR PLAN

Findings and Recommendations to be Presented to Congress.

COOPERATION ADVISED

Need for Closer Relations of Bosses and Men Rather Than Watch Checking on Work.

(Special to The Argus.) Washington, D. C., March 12.—Following is the complete report of the special committee to investigate the Taylor and other systems of shop management: Your committee, appointed under house resolution 30, adopted Aug. 21, 1911, respectfully submits the following report: By the provisions of the resolution under which it was appointed your committee was directed to investigate the Taylor and other systems of shop management, which investigation shall include its applicability to government works, its effect on the health and pay of employees, its effect on wages and labor cost, and such other matters connected therewith as may give a thorough understanding of the results of the installation of this system. We have examined a number of witnesses relative to the various systems of shop management which have been worked out and are being introduced in a limited number of establishments throughout the country, but we have given especial attention to an investigation of the Taylor system because we found that this system is being introduced in part in two government arsenals and its extension into other government plants being seriously considered by the chief of the bureau of the ordnance department of the war department. All of these systems, including the Taylor system, have become known by the general term "scientific management" and are referred to as such throughout the hearings, a copy of which accompanies this report. FOR GRADUAL CHANGE. A great amount of good work has been done by Mr. Taylor and others in working out the details of scientific methods of shop management, but neither Mr. Taylor nor anyone else has presented to this committee a system so complete and perfect as to justify a recommendation that it be imposed in its entirety in any government shop. Any radical change in factory management should be a gradual evolution out of that which has preceded. The present systems, or lack of systems, with their good and their bad points are themselves the result of long evolution. No drastic or radical change in them should be suddenly or even quickly imposed by fiat from above. Men have become accustomed alike to the good and the bad that are in the systems under which they work. They know and approve the good; they know how to combat the evil. They are naturally and properly suspicious that motives purely selfish may be behind the sudden change. Confidence in a plant of slow growth. Neither the Taylor system nor any other should be imposed from above on an unwilling working force. Any system of shop management ought to be the result of mutual confidence and mutual consent, and that takes time. Government in a mill should be like government in a state—"with the consent of the governed." It appears to your committee that no one can seriously object, and as a matter of fact no one has objected, to any system which so standardizes and systematizes the work to be performed that a greater amount of production is secured with the same expenditure of labor. Employer and employee alike and the public generally are interested in securing the largest amount and the best quality of production that can possibly be secured by the amount of labor expended. All men have a mutual interest in the accomplishment of that end. It is only when it comes to a division of that which has been produced that their interests diverge. It, therefore, follows that any system of management, which has a tendency to destroy the power of employees, individually or collectively, to secure the equivalent of the production which properly belongs to them must be looked upon as being dangerous to the welfare of the community at large. MUST CONSERVE HEALTH. Efficiency must not be had at the cost of the men, women, and children who labor and who should be the primary beneficiaries from efficiency. We should study how to produce the best results in output while also producing conditions to make the most efficient men and women to produce that output and this must be done by conserving in every way not only their health and physical and nervous vigor, but

The Weather Forecast Till 7 P. M. Tomorrow, for Rock Island, Davenport, Moline, and Vicinity. Increasing cloudiness with snow or rain tonight and Thursday, warmer tonight with the lowest temperature about 20 degrees. Temperature at 7 a. m. 11. Highest yesterday 34, lowest last night 11. Velocity of wind at 7 a. m. 2 miles per hour. Precipitation none. Relative humidity at 7 p. m. 67, at 7 a. m. 100. J. M. SHERIER, Local Forecaster. ASTRONOMICAL EVENTS. (From noon today to noon tomorrow.) Sun sets 6:04, rises 6:13; moon rises 4:30 a. m.; moon lowest and farthest south; 2:04 a. m., moon in conjunction with Uranus, passing from west to east of the planet.

by creating such conditions as will permit them to work out their own happiness and contentment, secure wages which will enable them to live in such a manner as to maintain their own self-respect and sufficient leisure to enjoy the refreshing influence of mental and moral recreation. The Taylor system of shop management may be divided into three general heads: Standardization, systematization, and stimulation. Efficiency may be gained in whole or in part by any of these ways, by any two of them, or by all three combined. Any or all of these devices may be carried to an extreme. In the first two devices, namely, standardization and systematization, the expense which would be created by carrying them to an extreme would act as a check against the continuance of such a condition, but that check would not exist in that portion of stimulation which is applied to the workman. The expenses of standardization and systematization are borne by the management, while the expense of stimulation in the form of increased energy is borne by the workman. Any system of shop management which creates a burden charge through standardization or systematization which is too heavy for the shop to bear or which imposes burden charges through stimulation which are too heavy for the workman to bear should be discontinued. That there is some loafing or soldiering amongst workmen has been shown by the testimony before your committee, but it is not general nor does it occur in numerous instances compared with the total number employed. INTELLENCE IN MANAGEMENT. Ordinary intelligent management under any system could eliminate it entirely, or at least reduce it to the point where it would not be a serious hindrance to production. Because there are some loafers is no reason why the remainder of the workmen should either be compelled or induced to work up to the very edge of the breaking strain. There is need for production at the lowest cost, but no economic necessity can justify requiring workmen to speed up to the highest point which they can continue from day to day and from year to year, even without injury to their health and strength. To place workmen in a position of that kind is to put them in the position of a beast of burden which is required to go on from day to day performing a given task. There is a margin between the work performed by the loafer and the maximum task for a man, and in that margin lies a proper day's work. What constitutes a reasonable day's work can only be determined by practical experience and intelligent observation. It can not be wholly determined by a stop watch or any other time-measuring instrument used only for a brief period of time. By the stop watch you may be able to determine the time in which a piece of work can be done, but you do not thereby alone determine the length of time in which it ought to be done. The time study of the operations of any machine can be made with a reasonable degree of accuracy, because all of the elements can be taken into consideration in making the computation. A machine is an inanimate thing—it has no life, no brain, no sentiment, and no place in the social order. With a workman it is different. He is a living, moving, sentient, social being; he is entitled to all the rights, privileges, opportunities, and respectful consideration given to other men. He would

TWO BANDITS KILLED IN A CAR ROBBERY

Southern Pacific Express Messenger Balks Hold-up in Texas.

San Antonio, Texas, March 13.—David Truesdale, an express messenger, balked robbers of a west bound Southern Pacific train near Sanderson early today when he trapped and killed two highwaymen. The robbers boarded the train near Sanderson. The mail and express cars and locomotive were detached from the passenger coaches. ONE SERVES AS GUARD. Then one of the robbers took Truesdale back to the train and kept him under guard, while the other robber rifled the safe and express boxes. Truesdale is said to have employed the old ruse of signaling to an imaginary person and broke from his captor. TAKES DEAD MAN'S GUN. When the robber turned Truesdale grasped a mallet and before the highwayman could shoot dashed out his brains. Then arming himself with the dead robber's gun Truesdale waited for the return of the other bandit. ALL PROPERTY RECOVERED. When he appeared Truesdale killed him. All the stolen property was recovered. Later it was learned both the dead bandits were Americans, and there was a third robber who escaped.

JOB NEARLY FINISHED

One Has Brains Beaten Out and Other Is Shot Down With Dead Pal's Revolver.

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PACKERS FAIL IN TECHNICAL PLAY

Chicago, March 12.—Another blow was dealt the packers today when Judge Carpenter denied a motion for the discharge of Edward Morris and Louis H. Heyman, two of the defendants, on a technical objection to the indictment.

STOKES IS TO LOSE ONE OF HIS KIDNEYS

New York, March 13.—W. E. D. Stokes, the millionaire hotel owner, who was a target for the revolvers of two actresses a few months ago, is to be operated on shortly for injuries which he believes were received in the attack made on him at that time. The operation involves removal of one of his kidneys and the substitution of a kidney of an animal.

VOLCANO ASLEEP UNDER PANAMA?

Sensational Report Concerning Canal Given Out by Engineer on Ground.

New York, March 13.—A statement that a sleeping volcano, dormant many centuries, is threatening the safety of the Panama canal, is made in dispatches from Colon. The volcano is said to underlie the Culebra cut and, it is stated, "the report of the division engineer at Culebra is rather pessimistic." Fear of volcanic trouble had its origin in clouds of steam and blue smoke rising from newly turned ground. ENGINEER SEES DANGER. The division engineer's report says: "I have examined the spot and to give an idea of the temperature I took a piece of white pine and held it for three minutes in the mouth of the largest vent, and it was completely charred."

ASK WORKERS TO RETURN TO JOBS

Lawrence, Mass., March 13.—Ending of the great textile strike was thought to have been reached today when the strike committee voted to recommend that the operatives at the American Woolen company's four mills accept the wage schedule offered by the corporation. 75 WOODMEN DEPUTIES IN RATE RAISE APPROVAL. Kansas City, March 13.—The recent increase of insurance rates of the Modern Woodmen was approved today by 75 deputies of the order representing Missouri, Kansas and Oklahoma. It was agreed the increase was absolutely necessary to preserve the society.

IN CONCLUSION OF THE TAYLOR SYSTEM WHICH HOUSE COMMITTEE CONDEMNED

(Editor's Note.—This is the fourth and concluding of the series of articles on the Taylor system of scientific shop management, prepared after an investigation of several months, by Clyde H. Tavenner, Washington correspondent of The Argus. These articles have aroused wide discussion and elicited much commendation from working men in all parts of the United States. It was the first time the "other side" of the Taylor system has been presented as a nation-wide protest. Accompanying Mr. Tavenner's exposure of the system, the special committee appointed by the house of representatives to investigate the subject, has as has been told in The Argus, made its report, completely verifying and substantiating Mr. Tavenner's description of the Taylor method.) BY CLYDE H. TAVENNER. (Special Correspondence of The Argus.) Washington, March 10.—If you were a worker in a factory, would you object to a stop watch being held over you to ascertain how many seconds you had wasted on a job in such non-productive motions as brushing your hair out of your eyes or blowing your nose? Would you object to a system which means that at which a job can be completed by a first class man is to be the standard time at which all men are to be compelled to complete the same job, with a bonus (at least, to start with) for coming up to the maximum time and a fine or a discharge for not coming up to that time? TO KEEP UP THE PACE. Would you object to a system which inveigled you into running a race with your fellow workmen, and which race, once started, would "scientifically" bind you to keep on racing? If you are the wife or the mother of a workman, would you object to your husband or son running the risk of a physical breakdown under such a terrific pace-setting system for a few dollars extra per year? If you would object to these conditions, you fall to approve of Frederick W. Taylor's system of scientific shop management, which, in the language of a special committee of congress that has just completed an exhaustive investigation of the system, places workmen "in the position of a beast of burden."

LABOR REJOICES AT REPORT.

Labor men all over the country are rejoicing at the report of the congressional investigating committee, which consisted of Chairman W. B. Wilson of Pennsylvania, who as a boy worked in the mines; William C. Redfield of New York, a manufacturer and big employer of labor, and J. Q. Tilson of Connecticut, a lawyer and Spanish war veteran. Mr. Wilson and Mr. Redfield are democrats, and Mr. Tilson is a republican. The report against speeding-up processes was unanimous, as you know and the substance of the report has been telegraphed The Argus. MEN AND MACHINES ALIKE. "By the stop watch you may be able to determine the time in which a piece of work can be done, but you do not thereby alone determine the length of time in which it ought to be done."

TWO ARE BURNED TO DEATH IN CHICAGO

Chicago, March 13.—Rose McCarril, 55, sought to light a fire in an oil heater in her room. Her garments ignited and her screams aroused other occupants of the house. When a door was broken down she was enveloped in flames and the bedding and furniture in the room were burning. A policeman and other occupants of the house were severely burned in attempting to rescue the woman. When the firemen arrived it was necessary to turn water on the body of the woman to extinguish the flames which had killed her. August Heerwagen, 89, stood near a heater in his home. His garments caught fire and he died on the way to a hospital.

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DEATHS IN A DAY

New York, March 13.—Charles Thompson Harvey, 83, who planned the first elevated railroad operated in this city and built the Sault Ste. Marie ship canal, is dead. Denver, March 13.—P. L. Hubbard, 70, former judge of the district court at Atchison, Kan., is dead. Fifty-one years ago Judge Hubbard was a school teacher at Port Huron, Mich., and Thomas A. Edison, the inventor, was one of his pupils. PITNEY CONFIRMED FOR SUPREME COURT

CHINA FACES AN OUTBREAK OF ANARCHY

Hong Kong, March 13.—A condition approaching anarchy appears to prevail almost everywhere in the province of Kwangtung. At Swatow soldiers had several fierce encounters with marauding tribesmen. In a fight at Chowyang 40 men were killed and 60 wounded. The United States monitor Monterey is at Canton. The British gunboat Moorhem last night had its awnings and spar torn by bullets from forts while engaged in protecting an electric station. Several foreign missionaries had narrow escapes from bullets. Five former well known pirates combined together to defy the authorities and disarm their followers. It is said one of these chiefs alone had 10,000 adherents. TRIES TO RESTORE THRONE. Peking, March 13.—General Sheng Yuan is marching at the head of 19,000 troops from the province of Kalueu to Peking to restore the emperor to the throne. In view of the seriousness of the situation caused by Sheng's movement President Yuan has sent envoys to explain the present situation. YUAN HELD A PRISONER. Peking, March 13.—President Yuan Shi Kai is a prisoner in his own palace and the fate of the great republic of China still hangs in the balance. Three regiments of Manchurian troops guard the entrance to the palace, where the newly installed head of the nation remains, afraid to venture forth because of the danger of assassination. Foreigners are virtual prisoners in the legion compounds. The outcome is impossible to forecast, but the final test must come before many days. The streets of the city are full of headless bodies and the danger of plague is grave. The bodies are those of men punished for looting during the recent rioting, and it is believed few were guilty. Not a single body was in uniform, which indicates all were civilians, the majority being coolies. They were slain, it is claimed, because it was necessary to provide victims to back up Yuan's declaration that bandits were being punished. ARABS LOSE 1,000. Beng Hazil, Tripolitan, March 13.—More than a thousand Arabs were killed and a thousand wounded, according to Italian advices, in one of the stiffest encounters of the war when the Italians yesterday stormed and occupied two bases near Fojat, which were held by a large force of Arabs. The loss of the Italians is given as three officers and 25 soldiers killed, seven officers and 55 soldiers wounded.

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Washington, March 13.—The president today pointed out to members of the foreign relations committee and the Texas congressional delegation at a conference at the White house that the neutrality laws of the United States are not specific enough, and is reported to have said that unless congress enacts a new measure it would be difficult to preserve peace with Mexico. APPEAL FROM MADERO. The conference was a direct result of an appeal by President Madero to President Taft through the Mexican ambassador. After a conference the senate committee on foreign relations framed a joint resolution which prohibits the shipment of arms from the United States into any state on the American continent which is in a condition of disorder. FOR IMMEDIATE FORCE. The intention is to make it immediately applicable to the Mexican situation. The resolution was reported to the senate immediately. Instructions, it is said, have been given customs officers to hold up all shipments of arms destined for Mexico. Sugar Reduced. New York, March 13.—Refined sugar was reduced today 10 cents per hundred pounds.

ROOSEVELT SEEN AS TRUST NURSE

Madison, Wis., March 13.—La Follette, in his campaign platform, given out today, declares belief in the initiative, referendum, recall and direct nominations; government ownership of express companies; graduated income and inheritance taxes, and parcels post. He opposes a ship subsidy, Aldrich currency plan, Canadian reciprocity and "dollar diplomacy."

ALL FRAUDULENT VALUES

Prices Put Up to Meet Dividends on These—Wisconsin for Referendum and Recall. Accompanying his platform La Follette makes the statement: "When Roosevelt became president the total amount of stock and bond issues of all combinations and trusts, including railroads then in combination, was only \$3,784,000,000. When he turned the country over to Taft, whom he selected as his successor, the total capitalization of trusts and combinations amounted to \$31,672,000,000. Prices were put up to pay interest dividends on this fraudulent capitalization."

SUFFRAGETS ARE HEARD

Washington, March 13.—Prominent suffragets from various cities today were heard by a joint committee of the woman's suffrage committee and the judiciary committee of the senate and house judiciary committee. The suffragets spoke for an amendment to the constitution to enfranchise women. CHICAGO VOTES ON SUFFRAGE. Chicago, March 13.—County Judge Owens today ordered that the question of woman suffrage be put on the ballot at the April primaries. PRESIDENT TAFT TO HAVE A 'BIG STICK'

CHINA FACES AN OUTBREAK OF ANARCHY

Hong Kong, March 13.—A condition approaching anarchy appears to prevail almost everywhere in the province of Kwangtung. At Swatow soldiers had several fierce encounters with marauding tribesmen. In a fight at Chowyang 40 men were killed and 60 wounded. The United States monitor Monterey is at Canton. The British gunboat Moorhem last night had its awnings and spar torn by bullets from forts while engaged in protecting an electric station. Several foreign missionaries had narrow escapes from bullets. Five former well known pirates combined together to defy the authorities and disarm their followers. It is said one of these chiefs alone had 10,000 adherents. TRIES TO RESTORE THRONE. Peking, March 13.—General Sheng Yuan is marching at the head of 19,000 troops from the province of Kalueu to Peking to restore the emperor to the throne. In view of the seriousness of the situation caused by Sheng's movement President Yuan has sent envoys to explain the present situation. YUAN HELD A PRISONER. Peking, March 13.—President Yuan Shi Kai is a prisoner in his own palace and the fate of the great republic of China still hangs in the balance. Three regiments of Manchurian troops guard the entrance to the palace, where the newly installed head of the nation remains, afraid to venture forth because of the danger of assassination. Foreigners are virtual prisoners in the legion compounds. The outcome is impossible to forecast, but the final test must come before many days. The streets of the city are full of headless bodies and the danger of plague is grave. The bodies are those of men punished for looting during the recent rioting, and it is believed few were guilty. Not a single body was in uniform, which indicates all were civilians, the majority being coolies. They were slain, it is claimed, because it was necessary to provide victims to back up Yuan's declaration that bandits were being punished. ARABS LOSE 1,000. Beng Hazil, Tripolitan, March 13.—More than a thousand Arabs were killed and a thousand wounded, according to Italian advices, in one of the stiffest encounters of the war when the Italians yesterday stormed and occupied two bases near Fojat, which were held by a large force of Arabs. The loss of the Italians is given as three officers and 25 soldiers killed, seven officers and 55 soldiers wounded.

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