

member of the office force. Also distribute notices of prizes that will be given to those who suggest improvements that are adopted. We have found that one dollar for each suggestion adopted, and three special prizes of two, three and five dollars each for the best suggestions during the month will bring in many improvements. Clerks will use every effort to discover improvements, not only for the prizes, but also for the promotion that always rewards a clerk who can constantly suggest better ways of doing work.

Our experience proves that immediately after all the clerks have received a complete copy of all the rules governing all other departments as well as their own, all hands will discover and suggest eliminating rules requiring unnecessary labor. Suggestions for improvements will then come thick and fast. The \$6 boy will understand the work of the \$12 boy. He will consider himself lucky to fill the place of the \$12 boy above him for \$9. The \$12 boy will be able to do the work of the young man who is getting \$24 per week. It means a raise of pay and more earning power for every member of the office organization. This process will extend up to the heads of departments, who can spend their time more profitably on new work that requires judgment, leaving routine work to be handled by the clerks under them.

Too much stress cannot be laid upon the importance of receiving, rewarding and incorporating suggestions from any and all members of the organization. It encourages all clerks not only to make the best use possible of their own experience, but also to investigate what is going on in other organizations and to read magazines of "short cuts" in business. This reading brings the organization in sympathy with the best work of system experts and labor saving devices, and paves the way for the successful entry of the professional systematizer into the office. Such reading of short cuts and improved business methods also stimulates the interest in Motion Study.

This Motion Study is an object of particular interest to us, and is put into practice by us on all of our work, both office and field. It consists of observing and noting the motions used to do any piece of work, of eliminating the unnecessary motions, determining how the work may be done with the least possible number of motions, and, finally, of reducing the necessary motions to the shortest possible distance in feet and inches.

In the office this study involves the discovery of the form, methods, etc., that will save motions of each and every clerk.

In our office we make use of every device that we know of to save motions. For example:

1. "Eye-saving" devices.

a. Different forms, especially manifold sheets, made of different colored paper, the color showing to which special destination each copy of the form is to be sent. It is obviously quicker to collect or file, say, all the blue copies than to read the destination directions on each sheet.

b. Distinguishing numbers or initials on the lower corner of forms—T. L. (Tool List), U. C. R. (Unit Cost Report), to save reading of the entire forms.

c. On all typewritten letters a list of articles to be enclosed or sent under separate

cover is placed at the lower left-hand corner. This makes it needless for the mail clerk to read the entire letter to see what is to be enclosed.

2. "Hand-saving" devices.

a. Printing on forms all wording that is in continual use, to save pen motions.

b. Several phrases or sentences on such forms as telephone blanks, etc., all but one of which may be crossed out when form is used.

c. General use of self-inking rubber stamps. These save the motions of inking on a pad. The place for the thumb is cut off flat to save the motions of turning the stamp right-side up, as well as to save taking the eyes off the work. It is attached to a weight that will carry it back into place when it is not in use.

3. "Foot-saving" devices.

a. Placing all files and furniture so as to have the shortest possible distance, measured in feet and inches, for the travel of the clerk who uses them.

b. A definite place for every piece of paper that is handled in the office, both before and after it is filed.

4. "Memory-saving" devices.

a. Each file plainly labeled.

b. All similar files labeled in the same sequence.

c. Daily calendar made out ahead, an automatic memory of date of events, etc.

These are only a few of the many examples that might be cited.

It is impossible to go farther into detail in this paper. In our business the written system for the office work has grown into systems for the various departments. For work in the field, the written system has evolved into a field system, a concrete system, a bricklaying system, etc.

The general benefits that are sure to come from this evolutionary form of system are:

1. There is no general upheaval, nor the slightest shock to the business. The installation of the system has cost nothing.

2. All members of the organization are working understandingly toward the same desired end.

3. A corps trained on the duplicate plan system is evolved simultaneously with the system.

4. Clerks can be instantly shifted to accommodate the business to vacations, illness, promotions, immediate demands of any or all departments, and to sudden increase of business.

5. From its beginning the system will be popular with the clerks. Everyone of them profits by it. It reduces their labor. It fits them for constant promotion, and gives them continued opportunity to win prizes. It provides places for the advancing young man, also for the faithful routinist.

6. Competitive spirit is always active, yet "team work" is assured.

7. The resulting system is exactly suited to the particular office in which it is evolved, as it is the outgrowth of that office, and its particular requirements.

8. Growth is an integral part of the conception, and therefore the system will be elastic and adapted to great fluctuations in the amount of business in hand.

After the evolutionary system has been installed and is successful, it is time to call in the professional systematizer. There is hardly a business that is not large enough to warrant the advice of a system expert. This

expert, having made system a life study, will surely be able to bring from his experience and observations behind the scenes of the inside workings of fifty offices some points that will be of great value to the fifty-first. He will find in that office an organization to appreciate his study, and on the alert to receive his suggestions. His improvements will correct and improve the growing system with no resulting check to the growth.

This is the age of System Scientific Management. Such men as Frederick W. Taylor, Ex-President of the American Society of Mechanical Engineers, and his co-workers have done more than install systems. They have also installed entirely new methods of operation, founded upon life-time study of the fundamental laws of management. They are now ahead of their times, but the general awakening of the industrial world is coming. Their methods, which are the only solution of the struggle between capital and labor, will be generally adopted because they reduce production costs and increase wages simultaneously.

There are three obstacles which the man who undertakes to systematize his office must overcome.

The first obstacle is the fear one naturally has of being called theoretical instead of practical, of being called "a dreamer" instead of "a doer." When it is realized that that man who can manage the details of his work by putting in writing a description of the simplest and the swiftest routine is best fitted to handle large undertakings in a business-like way, all such criticism will die.

The second is, thinking that his system can ever be complete. By its very nature the system of a growing business is a growing thing. It must be constantly adapted, constantly increased, constantly improved.

The third obstacle is so-called "red-tape," and the fear of it. No good system is ever "red tape." In fact "red tape" is simply bad system, system that has never been tackled by all the individuals of a loyal and interested organization determined to answer the following questions:

1. How can we simplify?
2. How can we eliminate?
3. How can we condense?

The whole secret of success is in a constant endeavor to answer these questions. This constant attention can be given only by the organization itself. The innovations of an expert who can, necessarily, give his whole attention to the business for a limited time only, are not to be underrated. But the best man to keep a system going and growing is the man who is vitally interested in the business and who has brought it to the point where it can successfully compete with its competitors.

"Have ye anny ancisthors, Kelly?"

"An' phwat's ancisthors?"

"Why, people you shprung from."

"Shprung from, begorra! The Kelly's shprung from nobody. They shprung at them!"—The Outlook.

"'Tis easy enough to be pleasant

When life flows along like a song,

But the man worth while is the man who can smile

When everything goes dead wrong."