

lead to economic disaster. No matter what the argument, genuine or specious, made in support of the use of the strike threat, the cumulative result is the undermining and destruction of governmental authority and industrial enterprise. Our profession is constructive, not destructive, and we cannot countenance for a minute the adoption of such methods. There are other objections to the methods of trade unionism, one of which is that it destroys individuality and initiative and tends to reduce the efficient to the level of the inefficient.

Concerted Action Necessary

It is not, in my judgment, necessary in order to secure recognition of the qualifications and accomplishments of the engineering profession and readjustment of the compensation paid, so as to be adequate for the services performed in comparison with and in relation to the compensation paid to others, to resort to or adopt the methods of organized labor, and to do so would lower, instead of raise, the standards of the profession.

Unity and concerted action are, however, necessary, and what I would like to see brought about would be an organization known as the United States Association of Engineers, similar to the United States Chamber of Commerce, which is the national organization of the business men of America, and which would embrace all branches and existing organizations, civil, mining, electrical and mechanical.

Such an organization would have for the different branches of the profession its section devoted to technical discussion and research; its section devoted to the promotion of the economic welfare of the engineer; and its section devoted to matters of political and public interest, as for example, education of public opinion to the advantage and desirability of having engineering representation on public bodies having to deal with questions and problems involving engineering knowledge and experience, the appointment of engineers to public positions involving similar knowledge and experience, the adoption of a National Department of Public Works, and many other similar and important questions. Such an organization, with its supreme executive council, made up of representatives of all branches of the engineering profession, would command the attention and respect of the nation.

This may seem to many an impracticable dream, but to-day when we are dealing with Leagues of Nations, why not a League of the American Engineering Associations and Societies? The framing of such a constitution ought to be simple compared to that of the League of Nations.

Individualistic Age is Passing

Whether for good or for ill, the individualistic age is almost a thing of the past. We have in the last ten or fifteen years seen some great changes, but the changes in the next ten or fifteen years will, I think, be much greater. It is not so very long ago when a man could beat his horse or his child as much as he liked. To-day he cannot, and as an illustration of the restriction that is being placed on the individual, he has not, or soon will not have, the privilege of abusing himself by drinking what he likes.

The movement of the day appears to be in the direction of organization by classes, and the engineering profession ought to be, and I trust is, alive to the movement. Therefore, let us invite the co-operation of all and use our influence in every direction to build up a national association which will embrace all branches of the profession and have as its object not only the advancement of technical research, but the economic, social and political welfare of the profession as a whole.

Members of the Engineering Institute of Canada, resident in the Niagara (Ont.) district met March 11th, in Niagara Falls and formed a "Niagara Peninsula" branch of the institute. The branch has an initial membership of nearly thirty. The following officers were elected: Chairman, A. C. D. Blanchard; vice-chairman, W. P. Near; secretary-treasurer, R. P. Johnson.

CLASSIFICATION OF SALARIES

Principles and Procedure in Standardization of Engineering Salaries, Particularly in Regard to Railroad Positions, Are Summed Up in Address Before the Chicago Railroad Conference

By J. L. JACOBS.

Consulting Industrial Engineer, Chicago

ONE of the far-reaching results of the world war is the creation among the industrial leaders of all sides of a desire to unite on the work of the industrial and social reconstruction. The policy of industry in the future, is to be based on democratic co-operation as against the policy of autocratic exploitation.

This frank and full-hearted co-operation of all the human factors concerned is vitally essential to the success of any plan dealing with economic and social problems. With a determined endeavor to do justice to the greatest number, to remove causes of industrial friction and to develop the spirit of national service, there is bound to come about incalculable economic, social and political benefits to all.

Human Element Vital Factor

The realization that the human element is the most vital factor in service and production, has brought nation-wide and intensive consideration to the problem of employment. An important result of this consideration has been the evolution of the movement, referred to as the classification and salary standardization movement. Employment classification and salary standardization has made great headway, because through it there comes justice and fair dealing, and better understanding and harmony, both of which are indispensable in this day of competition for efficiency and production.

Inequalities in salary rates for positions having similar duties and responsibilities; interpretation and readjustment of salaries and working conditions without definite and sound bases; lack of standards of duties, responsibilities and qualification requirements; multiplicity of misleading and unnecessary titles; inequitable and unsystematic practices concerning selection, assignment, promotion and other employment conditions,—all these have a demoralizing and stagnating effect on employees, employers and the community.

This constructive programme contemplates not only the elimination of inequities and inequalities in the compensations and opportunities of employment, but has for its objects the formation of sound and definite bases for the determination and regulation of salaries and employment conditions; the development of practical standards of service, duties and qualification requirements; the establishment of clear and uniform understanding of the obligations and advantages of employments; the introduction of definite procedures governing selection, advancement, promotion and retirement on the basis of merit and seniority; and detailed fact bases and organization necessary for effective administration of all matter of employment.

Will Aid Railroad Officials

The work now under way by the group representing the railroad professional engineers in the setting up of standards and uniform salaries and employment conditions for professional engineering positions in the railroad organizations will be of great aid to the railroad officials, to the railroad adjustment boards and other agencies, and will give impetus for similar action on the part of other professional engineers and employers. As a result of this work there should be made available for the first time, equitable, clear and systematic bases of dealing with and settling problems of the relations between men in the engineering profession and the industrial world.

The establishment of uniform and fair standards for the regulation of salaries and employment conditions for professional engineers is particularly opportune because of some steps already taken by governmental departments and representative organizations of workers and industrial concerns. Regulations already established by some of the in-