

compete and therefore also engineering knowledge is utilized in the construction of apparatus and machines that will lower the cost of production.

Good management, with scientific knowledge and specialized training, is very necessary. Good management eliminates waste; waste in industry is one of the most serious problems of to-day, and in the pharmaceutical business it can be extremely large. Formerly it was not possible to value in so many figures the waste in industry—we audit our books and know exactly in dollars and cents where we stand; we analyze our merchandise and know if it is 95% pure; we analyze labor turnover, but we have not given the same attention to mathematically calculated and audited management—this is most important. The Committee on Elimination of Waste and Industry of the American Engineering Council has formulated a valuation sheet for determining waste in industries.¹

The question of organization is next of importance. The type of organization should be defined in order to create mutual confidence and coöperation. By having the organization and the duties of each executive defined, it relieves each one of the petty duties, it creates internal harmony and an interchange of ideas. To lay out the scope, privileges, and duties of the various officials and correlate them so that the coöperation is for the good of the firm and harmony—it is important that plans are carried out promptly.

It is even more necessary to define the duties of every employee and where possible give him a manual telling him just how he must do his work. This places the burden of planning on the management.

Again we are back where we started—applying the principles of Frederick W. Taylor to the work and making it easier for everyone.

In our plant we have solved a great many of these questions by establishing a Planning Department.²

In his concluding remarks Mr. Gesell said: "The system of follow-up is original with us—it is a modification of Taylor's methods. It gives each one a specific job to do, makes everyone toe the mark, gives a rigid control, and no one is inclined to 'pass the buck.' It gives a great deal of independence to the foremen of various departments, but it absolutely controls the work and avoids delays in deliveries. We have looked into many other systems in other factories, especially those in the same business, but have never yet found a simpler system with as little red tape. All of the planning, routing and control is done by two people."

LABORATORY OF
LEHN & FINK, INC., BLOOMFIELD, N. J.

MEMORIES OF 'SEVENTY-TWO.

BY THOS. D. MCELHENIE.

Eighteen seventy-two to Nineteen twenty-two—quite a smart jump.

What a wealth of memories comes with these figures. For a man who has been for some months reading Wells' "Outline of History" to speak of some event

¹ While this questionnaire has great value for wholesalers and manufacturers, it has not sufficient general interest for reprinting.—EDITOR.

² The speaker described in detail the manner of handling orders for preparations, so that complete checks are kept throughout the transactions.

as occurring fifty years ago seems like a joke. That book starts off with periods of one hundred to five hundred millions of years ago.

Early in the year 1872 there emerged to the gaze of an admiring world from the doors of old P. C. P. an eager active set of 59 young fellows of whom Professor Parrish said one day, after quiz—"A pretty nice bunch of boys," the writer being one. They soon dispersed to their home towns. For myself, after a few weeks' work in the old Hodgson store where I had been as a junior, I traveled back to God's Country not far from this beautiful city and soon found employment in charge of the laboratory of the wholesale house—Benton Meyers and Canfield in this city.

The day the Association's meeting opened, September 3, 1872, William McIntyre of Philadelphia looked me up on his arrival and put me on his list as a delegate of the Alumni. So I had the privilege of the sessions, being also nominally in charge of the firm's exhibit. I was soon in touch with Remington and we became quite chummy. He was at that time in the employ of Powers and Weightman and had charge of a fine exhibit of chemicals.

During that meeting telegrams came announcing the passing of Prof. Edward Parrish at Fort Sill and of Dr. Henry T. Kiersted in New York, both ex-presidents of this Association. The volume for 1872 of the Proceedings of this learned body is illuminated by the words of wisdom and the proofs of skill of the foremost men of American Pharmacy of their time. Not to speak invidiously let me mention a few alphabetically—P. W. Bedford, Henry Canning, C. Lewis Diehl, Albert E. Ebert, R. W. Gardner, John F. Hancock, J. L. Lemberger, John McKesson, Jr., Thomas F. Main, John M. Maisch, George F. H. Markoe, William Procter, Jr., Joseph P. Remington, William Saunders, Emil Scheffer, James T. Shinn, E. R. Squibb. As time has gone on it has proved to me more and more strongly that it was a great thing for a young fellow not yet 23 years of age to make the acquaintance of some of those men and to meet them in later years again and again, and now and then to have a letter beginning "My dear McElhenie."

In the autumn of 1872 here in Cleveland came the great rush for asafetida as the remedy for the prevailing epizootic; Mr. Myers will remember this, I think, as he was bossing the job. We were ordering cases of it by telegraph from New York to come by express and sending it in parcels by express to our trade to save the horses of Ohio.

The new percolator devised by Dr. E. R. Squibb was shown first at the meeting in 1872. The volume of Proceedings for 1872 from which I have culled some notes was kindly loaned me by the Brooklyn College of Pharmacy—it was one of a number donated by Edward L. Milhau to the Brooklyn College.

Now to digress a little let me lay out some work for future writers of "Memories." A short argument as to the times and places for future meetings. The American Pharmaceutical Association having reached "Pier 70" can quite often select a meeting place where its conventions have not been held for 50 years, so that semi-centennial celebrations will be quite frequent. For example, in 1873 the meeting was at Richmond, but has been held there twice since; therefore, 1923 may be called an open date for the committee. In 1874 the meeting was at Louisville and has not been held there since, so that settles the place for 1924; in 1875 at Boston and in 1876 at Philadelphia and both cities have been visited

since more than once, so that 1925 and 1926 may also be called open dates. In 1877 we were in Toronto and not since, so our Canadian comrades will surely have the latch-string out in 1927; and the same may be said of 1928, for Atlanta; 1930, Saratoga; 1932, Niagara Falls; 1934, Milwaukee; 1935, Pittsburgh; 1936, Providence; 1937, Cincinnati; 1938, Detroit; 1939, San Francisco; 1940, Old Pt. Comfort; 1942, Profile House, and so on to Cleveland in 1972.

PLACES OF MEETINGS OF THE AMERICAN PHARMACEUTICAL ASSOCIATION.

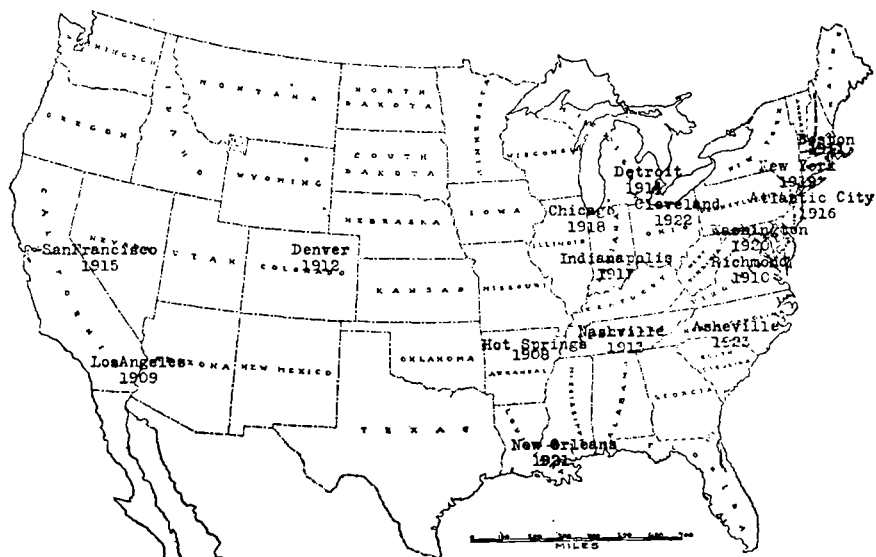
BY THEODORE J. BRADLEY.*

In 1921, the writer discussed the selection of places for meetings of the Association, in a brief paper published in the JOURNAL for July 1921 page 497. The principles laid down in that paper have apparently received general approval and the present paper is intended to aid in the selection of meeting places for the next few years.

In the previous paper, it was stated that the meeting places should be selected in such a way as to visit different sections of the country frequently, but the concentration of population and membership in the northeast makes it advisable to meet in this section more often than in other sections.

The places of meetings for sixteen years have been as follows:

1908 Hot Springs, Arkansas.	1912 Denver, Colorado.	1916 Atlantic City, New Jersey.	1920 Washington, D. C.
1909 Los Angeles, California.	1913 Nashville, Tennessee.	1917 Indianapolis, Indiana.	1921 New Orleans, Louisiana.
1910 Richmond, Virginia.	1914 Detroit, Michigan.	1918 Chicago, Illinois.	1922 Cleveland, Ohio.
1911 Boston, Mass.	1915 San Francisco, California.	1919 New York City, New York.	1923 Asheville, N. C.



Meetings of the American Pharmaceutical Association, 1908-1923.

* Chairman of the Committee on Time and Place of Meeting.