

28TH ANNUAL INTERNATIONAL  
COST CONFERENCE

CHICAGO

Palmer House

June 15-18

EXHIBITORS

*The following manufacturers of office equipment and machinery  
will demonstrate their newest products in the Exhibit Hall of the  
Palmer House during the Conference.*

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BURROUGHS ADDING MACHINE COMPANY

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MONROE CALCULATING MACHINE COMPANY, INCORPORATED

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# N.A.C.A. BULLETIN



## Section Two

IN THE NEWS

CHAPTER MEETINGS

STEVENSON TROPHY STANDINGS

VOL. XXVIII, NO. 17

MAY 1, 1947

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STEVENSON TROPHY STANDINGS 1102

CHAPTER MEETINGS .....

**CUBA IS THE ONLY N.A.C.A. CHAPTER,** so far as we know, which follows the practice of publishing an annual year book containing all the technical talks made before the membership at the regular technical sessions. Certainly it is the only chapter which publishes this material in the Spanish language.

In a letter received recently at National Headquarters from Ricardo Rico, Director of Publications of Cuba Chapter, Mr. Rico expressed the belief that other N.A.C.A. members might be interested in seeing this year book, particularly, as he so aptly phrased it, because his chapter "is the only one in which the members think, speak, and act in a different language, although the chapter is dedicated to the same end: to respect and nurture the objects for which N.A.C.A. was constituted." A two hundred and twenty-four page volume, attractively bound, the Cuba year book contains biographical material and photographs of the chapter officers and a brief history of Cuba Chapter as well as reprints of the technical talks delivered during the 1945-46 Chapter Year.

N.A.C.A. members familiar with the Spanish language will be greatly interested in this publication. A letter to Ricardo Rico, Di-

rector of Publications of Cuba Chapter, accompanied by a check or money order for \$2.00 will bring a copy. Mr. Rico's address is Field, Jackson & Insua, Monserrate 261, Havana, Cuba.

**THE CHAPTER OFFICERS' AND DIRECTORS' CONFERENCE** held during the recent Cleveland Regional Cost Conference was a remarkable illustration of the unswerving loyalty shown by N.A.C.A. members to their Association. That well over a hundred officers and directors from eight different chapters should devote an entire day to the problems of chapter operation indicates the deep sense of responsibility which the chapter governing bodies have toward their members and their communities.

The Officers' and Directors' Conference was a typical "give and take" proposition. Nine different discussions, covering every phase of chapter operation, were initiated by representative chapter directors. At the conclusion of each talk, the floor was open to all. The number of questions asked and the caliber of the problems discussed reflected the serious attitude of all those present towards their jobs.

To give credit where credit is due, the **Bulletin** is printing below the names of the chapter officers and directors who, as discussion leaders, did so much to make the Conference a success.

Employment—Mathew J. Ludwig, Cleveland.  
Publicity—Paul A. Tracy, Columbus  
Member Attendance—Wayne H. Sorensen, Columbus.

Membership—Joseph N. White, Pittsburgh  
Program—Kenneth B. Fishpaw, Akron  
Publications—Willis L. Russell, Dayton  
Meetings—Richard K. Portman, Cleveland  
Special Activities—Stanley E. Ford, Toledo  
Education—O. A. Redhair, Youngstown

It is hoped that the excellent precedent set at the Cleveland Conference will be followed at all N.A.C.A. Conferences in the future.

## IN THE NEWS

### WAGES AND WORKERS

By James F. Lincoln, President, The Lincoln Electric Co.

(Excerpts from the address delivered April 16 before New York Chapter. Mr. Lincoln, author of the widely read "Lincoln's Incentive System," is recognized as one of the important industrial leaders of our time.)

**WE ARE** in a new era in labor relations. This has been evident for some time. The old method of control, in which the relationship of master and man was real in the minds of both labor and management, has disappeared and probably to the advantage of all concerned.



Not only have we removed the domination of management over the worker, but we also have set up unemployment insurance so the worker does not need to work any more. He will be supported by the state without working, practically speaking, as long as he wishes. He may have to do a little foxy fenagling in order to make this true, but it is close enough to being true for all practical purposes. While this arrangement may sound funny to the average individual, it is extremely popular with the majority of voters, hence, it is not going to disappear in a democracy.

Because of the fact that management has no control over the worker, the efficiency of production has gone down to a startling extent. While OPA tried to compensate for it, its failure is obvious since cost has enormously increased because of this lack of efficiency and progressively higher wages.

Efficiency never will increase until

the worker changes his present attitude of output limitation; therefore, he must look forward to a lower and lower standard of living under the present domination of union labor leadership.

There are two ways out. One is to go to a dictatorship such as has been used by Fascism, Communism and Naziism. The other is to bring back competition

for jobs in the same way we had it before the era of union domination and unemployment insurance.

There is very little doubt in the mind of any one who will look at the present situation objectively that the theory of the New Dealers—that collective bargaining would eliminate all of the difficulties between labor and management—has completely and entirely failed. There is no such thing as collective bargaining. There is merely the domination of labor and the collecting of anything that labor insists it wants from the consumer, as we now are seeing.

If we are to mend the present situation, a whole new approach to our problem is necessary. Since we cannot force the worker to work by any device now left in the hands of management, we must find a way of making the worker change his attitude. Since we

cannot command, we must make him a part of the team of management and men. He must be a real member with a member's interest and responsibility. We call that incentive management. The result is the same no matter what it is called, if the worker wants to produce. There is no other way out. If we can get that point of view into the worker's mind and the worker desires to produce at top speed, we not only get the results which we had before when the fear of losing the job was a driving force, but we also get an additional setup in efficiency when the worker desires to do a better and better job.

In the case of The Lincoln Electric Company, they have by the incentive system more than quadrupled labor's wages over the last fifteen years. Prices have been reduced at the same time by more than 60 per cent. The number of people employed has more than doubled. The stockholder has had a progressively higher return.

The result which is of greatest importance, however, is the fact that all concerned in the activity partake of the greater satisfaction that the remarkable accomplishment gives them, in the feeling of importance in their work, and its service to mankind.

We cannot continue the chaos of collective bargaining with its war and destruction. That will mean the disappearance of our economy and inevitably lead to totalitarianism.

It has been said that totalitarianism is an efficient form of government. Perhaps that is so. On the other hand, it has always been true that the representative form of government, such as we have in the United States, is extremely clumsy when it comes to executive operation. That is the safeguard

against government infringement upon the liberties of those governed. It is the reason why the individual has retained his freedom. People today, however, are attempting to have government control everyone's destiny. People are looking to government to give social security, to give jobs, to take care of each individual in old age, to take care of everyone in sickness and accident, to assure that everyone can prosper at their jobs, that each one's income shall be sufficient, and that the cost of living shall be controlled. Government is asked to build homes, to educate children, and to control their number.

There are many who believe this tendency is justified and completely right. The proportion of those in the United States at the present time is undoubtedly a majority. It is a comforting feeling to that majority to know they can cast all of their cares upon a paternalistic government and feel assured that all problems of life are solved.

Anyone who will review the facts as demonstrated by history knows without doubt the impossibility of accomplishing this purpose by government. If the failure to reach this desired end were the only outcome of our attempt there would be not too much to worry about and we would learn our lesson and go on from there. However, this cannot possibly be the outcome.

As government is given more responsibility, it must change from a representative form to a totalitarian form since only so can these responsibilities be assumed. We have gone a long distance in that direction. There is very little doubt that more than 50 billion dollars will be spent in the next twelve months for the government of the people of the United States, including national, state and local. There

(Continued on bottom p. 1105)

## PROGRAM FOR ANNUAL CONFERENCE COMPLETED

WITH the scheduling of Earl Bunting, President of O'Sullivan Rubber Corporation and President of the



Wm. H. Franklin

National Association of Manufacturers, as the initial speaker before the 28th Annual International Cost Conference, the program for the entire Conference has been completed, it has been announced by William H. Franklin, Chairman of the Conference Program Committee. Topics for the technical sessions on June 16, 17, and 18 have been chosen and acceptances from all speakers obtained.

Lead-off speech by Mr. Bunting, whose theme will be "Today's Challenge to Management," will be a general discussion on the social and economic factors affecting the American free enterprise system today. Mr. Bunting will be followed by Edward J. Hanley, Vice President, Secretary, and Treasurer of the Allegheny Ludlum Steel Corporation, who will discuss "The Accountant's Role in Management," pointing out the responsibilities and duties of accountants in the operation of modern business and emphasizing the roles in which accountants must take the lead in order to develop sound data on which to base management decisions.

The afternoon session on Monday, June 16, will hear Allan H. Ottman, Vice President and Controller of the American Hard Rubber Company, and George W. Daviero, Tax Attorney of

the Firestone Tire & Rubber Company. Mr. Ottman will discuss functional, personnel, training, and similar problems confronting the industrial accountant under the heading "Organizing and Supervising the Accounting Department," with Mr. Daviero analyzing the complex cost accounting problems created by tax regulations under the title "Impact of Federal Income Taxes on Industrial Accounting."

Development of new techniques in cost control production and distribution methods will be emphasized in the afternoon sessions on Tuesday, June 17. "Sharpening the Tools of Cost Control—Production" will be the topic developed by George E. Myers, Manager of the Special Service Department, Ernst & Ernst, and "Sharpening the Tools of Cost Control—Distribution" the subject of the address by Professor Sterling K. Atkinson, Head of the Accounting Department of Temple University.

Wednesday morning's technical sessions will stress the importance of proper presentation of accounting information both within and without the management group. Discussion of reports to stockholders, employees, and the general public will be presented under the title "Presentation of Accounting Information—Outside the Management Group," by Carman G. Blough, Director of Research of the American Institute of Accountants, and the various factors involved in presentation of reports within a business organization will be discussed under the heading "Presentation of Accounting Information—Within the Management Group," by Warren G. Bailey, Partner, McKinsey, Kearney & Co.

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## IN THE PUBLIC EYE . . .

PHILADELPHIA's first President, Edmund L. Oerter, has retired after 37 years with ACF-Brill Motors Co. Oerter was Assistant Secretary.

PANAMA's Juan A. Monterrey, Jr., has been appointed Professor of Cost Accounting at the University of Panama.

St. Louis Chapter's Robert S. Warner and William Charles have been appointed by St. Louis' Mayor to the Citizens Tax Commission which is reviewing the city budget and considering new sources of revenue.

TRI-CITIES' first President, Leonard W. Stiegel, has been appointed by the Governor of Illinois to the Illinois State Social Security Board.

BOSTON's Past President Ronald H. Robnett has been advanced to full professorial rank at Massachusetts Institute of Technology.

CHATTANOOGA's Henry C. Arnold has retired after 50 years with Cavalier Corp. Arnold was Controller.

TRI-CITIES' Director of Program, Noble M. Calvert, has been named President of the Rock Island Gyro Club, a new civic organization.

LOS ANGELES' Chapter's Arthur J. Hansel is teaching accounting at La-France Business College.

DALLAS Chapter's Peter M. Brier has been elected Treasurer of the Dallas Church Club.

BALTIMORE's Morris Kruger is teaching at Maryland School of Accounting.

WORCESTER's Mrs. Vera V. Green addressed the Business Administration class of Leicester Junior College recently on the subject "Opportunities in Small Business."

GRAND RAPIDS' Ernest W. Casler is teaching evening accounting classes at Western Michigan College.

MAINE's Director of Education Harold C. Royal addressed pupils of Bangor High School recently on the topic "Accounting as a Profession."

TRI-CITIES' Frank A. Dauw has been chosen President of the new Quad-City Chapter of the National Office Management Association.

PHILADELPHIA's William A. Hornung, Jr., has been chosen Treasurer of the Tax Executives Institute.

WASHINGTON's Vice President W. H. Danne spoke before the American Society of Chartered Life Underwriters in Washington recently on the topic "Evaluation of Business Interests."

PITTSBURGH's Harry C. Donaldson, a charter member of his chapter, retired recently after 48 years of active service with Westinghouse Air Brake Co.

LANCASTER's Past President Lester L. Flemming has been elected President of the Lancaster Optimist Club.

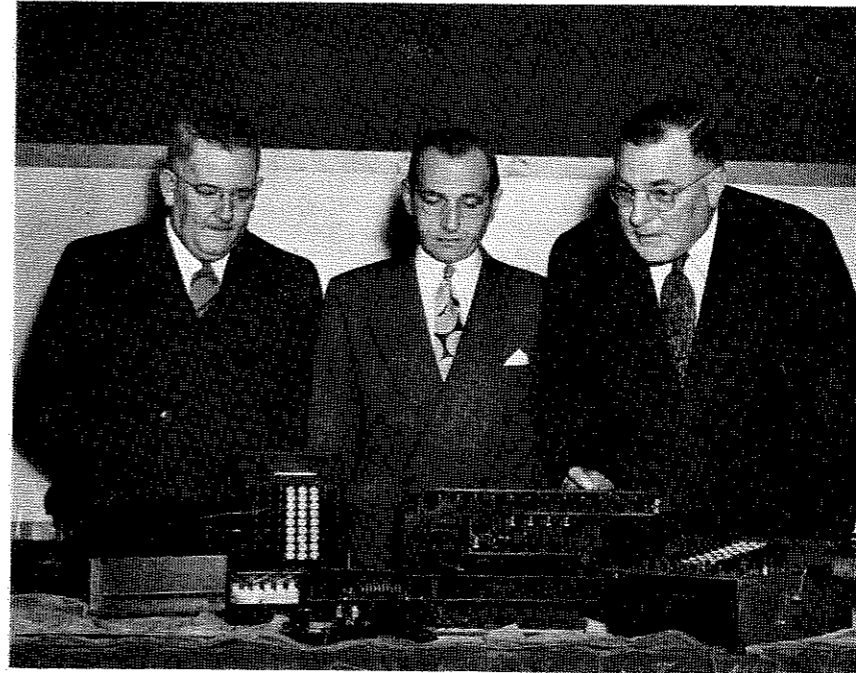
MILWAUKEE's Past President Leonard E. Zastrow has been chosen President of the St. Luke's Hospital Association. Past President Alexander F. North was named Treasurer.

## THOUSANDS ATTEND N. A. C. A. BUSINESS SHOWS

AN estimated 20,000 persons viewed the fascinating array of modern business machinery and equipment displayed at four Business Shows sponsored by N. A. C. A. chapters during the month of April. Close to 9,000 visitors attended the three-day New Haven Business Show held April 9-11 in the huge Goffe Street Armory in New Haven, 3,000 attended the Worcester Business Show held April 1 and 2 in the Worcester Memorial Auditorium, and more than 5,400 attended the Providence Business Equipment and Methods Show held April 14-16 at the

Sheraton-Biltmore Hotel. Twenty-five hundred is the conservative attendance estimate for the Hampton Roads Business Show April 24-26.

New Haven's Business Show was the first large scale exhibit of business machinery and equipment held in Connecticut in the last ten years. Guests at the official opening were Mayor William C. Celentano of New Haven, Carl Freese, President of the New Haven Chamber of Commerce, and Fred A. Zeller, Controller of the State of Connecticut.



Accounting machines in use at the turn of the century are viewed at the New Haven Business Show by, (L. to R.), George W. Childs, Jr., President of New Haven Chapter, Mayor William C. Celentano of New Haven, and Arthur F. Stinson, Vice President of New Haven Chapter and Director of the Business Show.

## "WAGES AND PRICES" DISCUSSED AT CLEVELAND CONFERENCE

WITH over 500 N. A. C. A. members and guests present at the all-day technical session held April 12 at the Carter Hotel, Cleveland, the Third Regional Cost Conference sponsored by Cleveland Chapter considered the timely subject of "Wages and Prices." Five prominent speakers emphasized the need for increased production to keep wages and prices in proper balance in the postwar economy.

Important feature of the Cleveland Conference was the Chapter Officers' and Directors' conference held Friday, April 11. The six-hour discussion of chapter activities attracted more than one hundred chapter officers and directors from the seven chapters participating with Cleveland in the Conference: Akron, Columbus, Dayton, Erie, Pittsburgh, Toledo, and Youngstown. Discussion leaders chosen from each of the participating chapters described their respective duties in the task of chapter operation and then answered questions from the floor. The intense interest shown by the directors and officers of the participating chapters and the many questions asked indicated the value of this type of conference. National Vice President William A. Boyle presided, with Assistant Secretaries Arthur B. Gunnarson and Raymond P. Marple representing the Headquarters Staff.

Speakers at the technical sessions held April 12 were C. Robert Fay, Controller of the Pittsburgh Plate Glass Company, who discussed the general topic "Relation of Wages and Prices"; Max M. Monroe, Assistant to Vice

President, General Motors Corporation, who spoke on the "Relation of Factory Labor Costs to Pricing Policies"; Dr. Donald R. G. Cowan, Industrial Consultant, whose subject was "Relation of Distribution and Administrative Salaries to Pricing Policies"; David W. Rust, Vice President of Bundy Tubing Company, who illustrated his talk on "Reduction of Labor Costs Through Incentives" with an explanation of his own company's incentive system; and Lloyd McDonald, Vice President of Warner & Swasey Company, who concluded the technical sessions with a discussion of "Looking Behind the Figures." A panel session at which the speakers answered questions from the floor was held at the conclusion of the afternoon technical sessions.

Thomas M. Dickerson, Professor of Accounting at Cleveland College, was General Chairman of the Conference Committee. Otto Gammel, Past President of Cleveland Chapter, acted as Vice Chairman, and William Y. Armstrong, a National Director of N. A. C. A., headed the Program Committee. H. B. Lawyer, President of Cleveland Chapter, supervised the general arrangements.

The Cleveland Conference was the third N. A. C. A. Regional Cost Conference held during the 1946-47 Chapter Year. A copy of the special Conference News Letter issued by Cleveland Chapter is being sent to each chapter.

## TWO NEW CHAPTERS FORMED

WITH the approval by the National Board of Directors of petitions presented by SAN ANTONIO and FALL RIVER Chapters, the N. A. C. A. family now numbers ninety members. Formation of the two new chapters brings to six the number of chapters admitted to N. A. C. A. membership during the 1946-47 Chapter Year.

Drawing on the San Antonio-Austin region of Texas, SAN ANTONIO Chapter was sponsored by HOUSTON members and is expected to have its charter meeting on May 9 with National President William J. Carter as honored guest. The approximately fifty-five new members have chosen the following slate of officers and directors.

*President*—Fred E. Pflughaupt, C. P. A.

*Vice Presidents*—Ben R. Collins, Longhorn Portland Cement Co.; Ben F. Irby, Ernst & Ernst.

*Secretary*—J. Eugene Sommerhauser, Lone Star Brewing Co.

*Treasurer*—William A. Lemke, National Bank of Commerce.

### DIRECTORS

*Employment*—L. H. Brewster, Jr., Jack Amman Photogrammetric Engineers.

*Meetings*—John F. Trabucco, Colonial Cake Co., Inc.

*Member Attendance*—Dean L. Schmitz, San Antonio Transit Co.

*Membership*—H. Randolph Brown, Uvalde Rock Asphalt Co.

*Program*—J. Harvey, Ledlow, Ledlow Adams Motor Co.

*Publications*—E. Oliver Sarratt, Jr., Kincaid-Osburn Electric Steel Co., Inc.

*Publicity*—Ed R. Skinner, Slick Airways, Inc.

Inaugural meeting of FALL RIVER Chapter was held April 24, with National Vice President Clinton W. Bennett presenting the charter to the new chapter whose members are concentrated in the Fall River-New Bedford-Newport, R. I. area. PROVIDENCE Chapter took the lead in the formation of the new group of approximately sixty members. Officers and directors of the FALL RIVER Chapter are:

*President*—Albert E. Mobouck, Pacific Oil Co.

*Vice Presidents*—Kenneth T. Gammons, Francis & Gammons; Albert G. Pierce, Public Accountant.

*Secretary*—William J. Cyr, Thibodeau Business College, Inc.

*Treasurer*—Alexander Pyteraf, Firestone Cotton Mills.

### DIRECTORS

*Employment*—Frank McAuley, Fall River Electric Light Co.

*Meetings*—Leo J. F. Donovan, Public Accountant.

*Member Attendance*—Arnold Schneider, First National Stores, Inc.

*Membership*—Harry A. Broome, Burroughs Adding Machine Co.

*Program*—Carl G. Gulbranson, Aerovox Corp.

*Publications*—William F. Potter, Barnes Textiles Associates, Inc.

*Publicity*—George A. Rawcliffe, Arnold Hoffman & Co.

## CONGRATULATIONS TO . . .

**Roy E. Hammond**, DETROIT, advanced from Assistant Comptroller to Comptroller, General Motors Corp.

**Donald P. Jones**, PHILADELPHIA, appointed Assistant Comptroller, Sun Oil Co.

**Leslie Weeden**, Past President of AKRON Chapter, named Vice President in charge of Manufacturing, Engineering, and Research, American Hard Rubber Co.

**Frank P. Clark**, KANSAS CITY, promoted to Treasurer, Kansas City Power & Light Co.

**H. Wendell Monroe**, Past President of URICA Chapter, promoted to Assistant Secretary, Savage Arms Corp.

**Charles Wendel**, HAGERSTOWN, named Divisional Comptroller, Atomic Research Division, Fairchild Engine & Aircraft Corp., Oak Ridge, Tenn.

**Harold Ferguson**, BROOKLYN, now Comptroller of *Newsday*, Nassau County daily newspaper.

**Albert E. Cleere**, HOUSTON, advanced to Vice President and Comptroller, First National Bank.

**A. L. Raffetto**, PHILADELPHIA, named Assistant Vice President, Philadelphia National Bank.

**William H. All**, MEMPHIS, promoted to District Auditor, Southern Bell Telephone Co.

**H. J. Rainey**, ROCHESTER, named Vice President, Kellogg Division, American Brake Shoe Co.

**Allen H. Ottman**, NEW YORK, named Vice President, American Hard Rubber Co. Ottman continues as Comptroller as well.

**W. Wesley Miller**, Secretary of NEWARK Chapter, promoted to Works Accountant, Atha Works, Crucible Steel Co. of America.

**Harold Nohe**, BROOKLYN, now Treasurer, Colgate Aircraft Corp.

**Ernest W. Braun**, PHILADELPHIA, appointed Controller, Ace Manufacturing Co.

**Andor Beretvas**, CHICAGO, named Chief Accountant, General Finance International, division of General Finance Corp.

**William A. Dolph**, BINGHAMTON, promoted to Plants Control Manager, International Business Machines Corp.

**Milton P. J. Hickey**, DETROIT, now Assistant Treasurer and Assistant Secretary, Frazer Farm Equipment Corp.

**Ralph N. Bursch**, BINGHAMTON, promoted to Works Accountant, Plant One, International Business Machines Corp., Endicott, N. Y. **George C. Emmons**, Vice President of Binghamton Chapter, becomes Assistant Works Accountant.

**Sidney J. Larkin**, MILWAUKEE, now Comptroller, Joy Mfg. Co., Pittsburgh.

**Wayne S. Traer**, ATLANTA, named a General Partner, Peat, Marwick, Mitchell & Co.

**Everett L. Johnson**, ROCKFORD, promoted to Secretary-Treasurer, Jorgensen Engineering Co., Beloit, Wis.

**J. L. Wilson**, PITTSBURGH, advanced to Director of Inventory and Cost Accounting, Westinghouse Electric Corp.

**Charles M. Blodgett**, DES MOINES, promoted to Internal Auditor, Lake Shore Tire & Rubber Co.

**J. William Schulze**, MAINE, now Vice President and Treasurer, Bath Iron Works Mfg. Co.

**G. Myron Morton**, WORCESTER, elected Treasurer, Curtis & Marble Machine Co.

**James G. Schoch**, MID-HUDSON, promoted to Chief Accountant, Frederick Hart & Co., Inc., Poughkeepsie, N. Y.

**Frederic C. Scheneman**, Secretary of GRAND RAPIDS Chapter, named Credit Manager, R. C. Allen Business Machines, Inc.

**Charles K. Campbell**, PROVIDENCE, now Manager, Mid-Western Division, International Business Machines Corp., with headquarters in Chicago.

**Richard S. Foster**, Past President of BRIDGEPORT Chapter, now a Director, Raybestos Division, Raybestos-Manhattan Corp., and Treasurer, Bridgeport Brake Co.

**Donvan J. Gray**, DETROIT, promoted to Assistant Controller, L. A. Young Spring & Wire Co. Joseph E. Miller becomes Office Manager.

**Harold E. Rowles**, Past President of ROCHESTER Chapter, now Treasurer, Stecher-Traung Lithograph Corp.

**Oliver Walker**, Past President of PHILADELPHIA Chapter, named District Manager, Philadelphia District, International Business Machines Corp.

**Victor L. Green**, President of GRAND RAPIDS Chapter, promoted to Treasurer, Michigan Bumper Corp.

**Myron W. Whitbeck**, Past President of ALBANY Chapter, named a member of the Board of Directors, Mica Insulating Co. Whitbeck is Comptroller of his company.

## IN BRIEF

BOSTON's Annual Spring Forum was held April 8 at the Harvard Business School. Subject discussed was "Overhead Accounting and Control," with Boston's Russell H. Hassler acting as Chairman. . . . N. A. C. A.'s Michigan chapters, GRAND RAPIDS, SAGINAW VALLEY, MUSKEGON, and DETROIT, are sponsoring the first annual Michigan Cost Accounting Conference at Ann Arbor on May 3. Professor H. F. Taggart, Dean of the School of Business Administration, University of Michigan, is presiding.

Bulletin No. 1 of PHILADELPHIA Chapter's Industry Survey Service was issued recently. Topic discussed was "Accounting for House Magazines". . . . FORT WAYNE members are giving a series of talks before the advanced accounting classes at International Business College. . . . BINGHAMTON members recently donated 300 books on accounting subjects to Triple Cities College, Syracuse University.

The U. S. Government, indirectly, is a member of N. A. C. A. This was pointed out recently by United Press Correspondent Frederick C. Othman in his analysis of the "weird enterprises" of Government Services, Inc. Could be this quasi-federal corporation needs plenty of accounting assistance to keep tabs on its many activities, which include renting bicycles, running restaurants, and operating a grist mill!



Members of Toledo Chapter auditing the funds of the 1947 Red Cross Campaign. L. to R., Director of Publicity C. C. Struhsaker, R. C. Horton, E. A. Kent, J. P. Hite, President Floyd R. Findley, H. M. Brown, C. F. Scarbrough, and Director of Member Attendance M. L. Schutzberg.



## CHAPTER MEETINGS

- Akron**                      **May 22**                      **University Club**  
*Labor Control and the Accountant*—William H. Franklin, Controller, Caterpillar Tractor Co.
- Albany**                      **May 20**                      **Albany Country Club**  
*Problems, Plans and Policies*—Panel Discussion: Three speakers.
- Atlanta**                      **May 20**                      **Ansley Hotel**  
*Current Hotel Cost Problems*—E. M. Turlington, General Auditor, Dinkler Hotels.
- Baltimore**                      **May 20**                      **Emerson Hotel**  
*Middle Eastern Picture*—Miss Nejla Izzeddin, The Arab Office, Washington, D. C.
- Binghamton**                      **May 22**                      **Hotel Arlington**  
*Material Receipts Control*—Forum Discussion: Chairman, George Emmóns, Accountant, International Business Machines Corp.
- Birmingham**                      **May 20**                      **Tutwiler Hotel**  
*Clerical Cost Control*—H. E. Van Gorder, Procedure Supervisor, U. S. Steel Corp.
- Boston**                      **May 21**                      **Boston City Club**  
*Case Study of a Standard Cost System in a Manufacturing Plant*—Ronald H. Robnett, Professor of Accounting, Massachusetts Institute of Technology.
- Bridgeport**                      **May 15**                      **Hotel Stratfield**  
*Cost Relations to Volume, Price, and Profit*—Charles H. Reittel, Participating Associate, Stevenson, Jordan & Harrison, Inc.
- Brooklyn**                      **May 21**                      **Hotel Bossert**  
*The Responsibilities of Leadership of the Executive Accountant*—John W. Hooper, Vice President and Treasurer, American Machine & Foundry Co.
- Buffalo**                      **May 22**                      **Covenant Community Auditorium**  
*Selection and Educational Training of Cost Accountants*—Thomas A. Budd, Vice Dean, Wharton School of Finance and Commerce, University of Pennsylvania.
- Calumet**                      **May 27**                      **Phil Smidt's Restaurant**  
*Coordinating Accounting Functions for Effective Management*—S. B. Kingham, Comptroller, National Tube Co.

- Cedar Rapids**                      **May 20**                      **Roosevelt Hotel**  
*Current Accounting and Tax Problems*—Panel Discussion: four speakers.
- Chattahoochee Valley**                      **May 12**                      **Cherokee Lodge  
Columbus, Ga.**  
*Business and Government in the Postwar World*—J. Robert Elliott, Attorney-at-Law.
- Chattanooga**                      **May 15**                      **Hotel Patten**  
*Plant Accounting and Depreciation Policies*—W. M. Wampler, Secretary and Assistant Treasurer, Chattanooga Gas Co.
- Chicago**                      **May 22**                      **The Furniture Club of America**  
*Budgeting for Profit Control*—Arthur H. Smith, Assistant Comptroller, General Mills, Inc.
- Cincinnati**                      **May 15**                      **Hotel Gibson**  
*Budgeting and Controlling Current and Future Operations*—Edmond S. La Rose, Controller, Bausch & Lomb Optical Co.
- Cleveland**                      **May 15**                      **Carter Hotel**  
*Operating Control Through Standard Cost*—Eric A. Camman, Partner, Peat, Marwick, Mitchell & Co.

### WAGES & WORKERS

(Continued from p. 1094)

is no doubt that this will be the strongest influence in the life of every individual. That it can be controlled by the unorganized individual, as government spending has been controlled heretofore, is, of course, impossible. Therefore, we can be sure that there will be some form of totalitarianism within a comparatively few years.

There is still another reason why this must come as long as we depend on government for our livelihood. In a representative form of government, it is impossible for the acts of the representatives to rise above the knowledge and mentality of the average voter. Since this knowledge obviously would be far below that needed to produce the results that these same voters call on government to produce, it is obvious

they must relinquish any form of control upon government. Only so can any attempt toward producing an assured living be given by government.

It is also obvious that if the average American recognized what the future must be with his present philosophy, he would resist it to the end. No American wants to lose his freedom. Therefore, the hopeful aspect of the situation is that after we have had totalitarianism for a period of one or more generations there will undoubtedly be a revolution which will bring back the freedom which we are now sacrificing. That this period of regress is imminent is disturbing, but history shows that it is only so that progress has been made.



- Columbus**                      **May 5**                      **Ft. Hayes Hotel**  
*Tools for Accounting Control*—Jack S. Ebright, Secretary, Ohio Brewery, Inc.
- Columbus**                      **May 15**                      **Ft. Hayes Hotel**  
*Cost and Office Methods*—Frank K. Billett, Treasurer, Toledo Scale Co.
- Cuba**                              **May 28**                      **American Club, Havana**  
*Financial Administration*—Dr. Jose Latour Padierno, Treasurer, General Sugar Estates, Inc.
- Dallas**                            **May 16**                      **Melrose Hotel**  
*Cost Accounting For an Ice Cream Manufacturer*—Ewing A. Capers, Secretary and Treasurer, Southern Ice Co.
- Dayton**                           **May 20**                      **Engineers Club**  
*Control of Indirect Costs*—M. A. Lause, Accountant, The Inland Manufacturing Co.
- Decatur**                          **May 21**                      **Decatur Club**  
*Cost Problems Roundup*—Past Presidents' Night: Chairman, C. R. Flint, Flint, Eaton Co.
- Denver**                           **May 20**                      **Albany Hotel**  
Bar-Nothing Night—Members' Round Table Forum.
- Des Moines**                      **May 22**                      **Wakonda Club**  
*Relation of Burden to Manufacturing Costs*—N. T. Chadderdon, Vice President and General Manager, Woods Brothers, Inc.
- Detroit**                           **May 15**                      **Wardell-Sheraton Hotel**  
*Distribution Costs—Analysis and Control*—J. Brooks Heckert, Associate Professor of Accounting, Ohio State University.
- Eric**                                **May 19**                      **Moose Club**  
*Budgets for Cost Control*—D. B. Caminez, Assistant Division Controller, Hyatt Bearings Div., General Motors Corp.
- Evansville**                      **May 15**                      **McCurdy Hotel**  
*A Program for Improving Performance*—P. L. Procter, Vice President and Treasurer, Titeflex, Inc.
- Fort Wayne**                      **May 20**                      **Chamber of Commerce**  
*Role of the Cost Accountant in Price Determination*—H. B. Eversole, Professor of Accounting, University of Iowa.
- Fort Worth**                      **May 15**                      **Worth Hotel**  
*The Application of Cost Accounting Principles*—Erwin Heinen, Manager, Special Service Dept., Ernst & Ernst.

- Grand Rapids**                      **May 20**                      **The Rowe Hotel**  
*Training for Industrial Cost Accounting*—Stanley A. Pressler, Associate Professor of Accounting, Indiana University School of Business.
- Greenwich**                      **May 20**                      **Hugo's Restaurant, Stamford**  
*Forecasting Industrial Prospects*—Leon Henderson, Chief Economist, Research Institute of America.
- Hagerstown**                      **May 8**                        **Hotel Alexander**  
*Job Evaluation*—H. A. Winter, Day & Zimmerman.
- Hampton Roads**                      **May 16**                      **Norfolk Yacht & Country Club**  
*Current Developments in Federal Taxation*—Maurice Austin, Partner, Klein, Hinds & Finke.
- Harrisburg**                      **May 20**                      **Penn-Harris Hotel**  
*The Effect of Labor Relations on Industrial Costs*—Rudolf F. Vogeler, Manager, Industrial Council, The Philadelphia Chamber of Commerce and Board of Trade.
- Hartford**                           **May 20**                      **Indian Hill Country Club, Newington**  
*Appraising the Industrial Accountant*—Past Presidents of Hartford Chapter.

## ANNUAL CONFERENCE

(Continued from p. 1095)

Wednesday afternoon's sessions will be devoted to the important problems of internal check and auditing, with Joseph Pelej, Principal of Price, Waterhouse & Company, explaining various methods of ensuring the accuracy of information supplied the industrial accountant, and Earl H. Cunningham, General Auditor of General Motors Corporation, pointing out the need for internal auditing as a tool for management in testing its internal check systems and checking branches, plants, and subsidiaries. Mr. Pelej's address will be entitled "The Essentials of Internal Check," and Mr. Cunningham's

"The Essentials of Internal Auditing." Chairmen of the various technical sessions are:

William H. Franklin, Controller, Caterpillar Tractor Co.

Herbert F. Taggart, Professor of Accounting, School of Business Administration, University of Michigan.

Herman C. Heiser, Controller, Crown Can Co.

H. T. McAnly, Resident Partner, Ernst & Ernst.

Harold W. Scott, District Manager, Haskins & Sells.

- Hawaii**                      **May 13**                      **Open**  
Speaker to be announced.
- Houston**                      **May 14**                      **Y.M.C.A.**  
*Payroll Accounting*—Forum Discussion, Past Presidents' Night.
- Indianapolis**                      **May 21**                      **Lincoln Hotel**  
*Job Evaluation and Merit Rating*—W. E. Gelhard, Ernst & Ernst.
- Jackson**                      **May 15**                      **Heidelberg Hotel**  
*The Industrial Engineering Approach to Clerical Cost Control*—J. L. Brownlee, General Procedures Supervisor, Tennessee Coal, Iron & RR Co.
- Jamestown**                      **May 20**                      **Hotel Jamestown**  
*Qualifications of an Executive*—E. G. Lucker, Partner, Lucker & Severance.
- Kansas City**                      **May 19**                      **President Hotel**  
*What's Ahead in Cost Accounting for 1947?*—S. C. Kelly, Treasurer, Western Auto Supply Co.
- Lancaster**                      **May 23**                      **Hotel Brunswick**  
*Multiple Management in Action*—Thomas Reid, Director of Human Relations, The McCormick Co.
- Lehigh Valley**                      **May 23**                      **Hotel Taylor, Allentown**  
*The Economic Outlook*—Elmer Bratt, Professor of Economy.
- Los Angeles**                      **May 20**                      **Alexandria Hotel**  
*Do Industrial Relations Pose A Problem for the Controller?*—D. E. Browne, Controller, Lockwood Aircraft Corp.
- Louisville**                      **May 20**                      **Kentucky Hotel**  
*Recent Developments in Accounting and Costs*—Lyle Dieterle, Professor of Accounting, Indiana University.
- Maine**                      **May 16**                      **Eastland Hotel  
Portland**  
Speaker to be announced.
- Memphis**                      **May 21**                      **Hotel Peabody**  
*Cost Reduction Through A Sound Suggestion Plan*—H. W. Seinwerth, Swift & Co.
- Mid-Hudson**                      **May 19**                      **Nelson House,  
Poughkeepsie**  
*The Role of Cost Accounting in Management*—Martin A. Moore, Controller, Hyatt Bearings Division, General Motors Corp.

- Milwaukee**                      **May 19**                      **Milwaukee Athletic Club**  
*Recent Trends in Accounting Reports to Management*—W. A. Paton, Professor of Accounting, University of Michigan.
- Minneapolis**                      **May 12**                      **Curtis Hotel**  
*Distribution of Costs and Expenses*—Roger Connor, Vice President, The McBee Co.
- Muskegon**                      **May 19**                      **Occidental Hotel**  
*Inventory Valuations*—Clarence Cox, Resident Partner, Peat, Marwick & Mitchell.
- Nashville**                      **May 13**                      **Andrew Jackson Hotel**  
Panel Discussion: Two speakers.



Members of Lehigh Valley Chapter auditing Red Cross donations. L. to R., President Willard H. Moyer, Director of Special Activities Earle C. Nickey, Director of Membership John J. Jacoby, Ralph L. Way, John J. McClure, Secretary Francis T. Knouss, and Oliver Case.

- Newark**                      **May 22**                      **Hotel Robert Treat**  
*Costs for the Sales Executive*—W. G. Zaenglein, Vice President, Monroe Calculating Machine Co.
- New Hampshire**                      **May 20**                      **Carpenter Hotel, Manchester**  
*The Management Viewpoint of Industrial Accounting*—Robert C. Erb, President, The J. F. McElwain Co.
- New Haven**                      **May 20**                      **The Seven Gables Towne House**  
 Forum Discussion of Accounting Problems—Chairman; Clifford F. Thompson, Cost Accountant, R. Wallace & Sons Mfg. Co.
- New Orleans**                      **May 7**                      **Jung Hotel**  
*The Ad-Valorem Tax System of Louisiana*—Charles C. Zatarain, Manufacturers' Agent.
- New York**                      **May 19**                      **Hotel New Yorker**  
*The Cost Executive*—William J. Madison, Manager, J. B. Carr Biscuit Co.
- Peoria**                      **May 21**                      **Hotel Jefferson**  
*Cost Accounting Research*—Harold Avery, Associate Professor of Business Administration, Bradley University.
- Philadelphia**                      **May 15**                      **Kugler's Chestnut St. Restaurant**  
 Cost Quiz and Review.
- Piedmont**                      **May 16**                      **O. Henry Hotel, Greensboro**  
*Cost Control in the Furniture Industry*—George H. Emery, Certified Public Accountant.
- Pittsburgh**                      **May 14**                      **Hotel Ft. Pitt**  
*Budgeting and Controlling Current and Future Operations*—Edmund S. La Rose, Controller, Bausch & Lomb Optical Co.
- Portland**                      **May 20**                      **Heathman Hotel**  
*Information Please*—Panel Discussion: Seven speakers.
- Providence**                      **May 12**                      **Narragansett Hotel**  
*Coordination of Administrative, Selling, and Production Departments*—Lewis G. Schaeneman, Staff Member, Scovell, Wellington & Co.
- Reading**                      **May 16**                      **Wyomissing Club**  
*Budgets*—J. G. Kline, Chief Cost Accountant, Atlantic Refining Co.

- Richmond**                      **May 15**                      **Hotel John Marshall**  
*Current Developments in Federal Taxation*—Maurice Austin, Klein, Hinds & Finke.
- Rochester**                      **May 21**                      **Hotel Seneca**  
*Cost Control to Make Profits*—Robert Wallis, Assistant Treasurer, Dennis Manufacturing Co.
- Rockford**                      **May 22**                      **Hotel Faust**  
*Human Relations—Are These Costs Controllable?*—Don D. Lescossier, Professor of Accounting, University of Wisconsin.
- Rockford**                      **May 29**                      **Hotel Faust**  
*The Control of Distribution Costs*—William J. Foster, Vice President and Sales Director, Geo. D. Roper Corp.
- Saginaw Valley**                      **May 15**                      **Bancroft Hotel, Saginaw**  
*Financial Policies Guided by Accounting*—Floyd Armstrong, Professor Emeritus, Massachusetts Institute of Technology.
- St. Louis**                      **May 20**                      **Coronado Hotel**  
*Relation of Company Accountant to Outside Auditor*—William F. Marsh, Resident Partner, Lybrand, Ross Bros. & Montgomery.
- San Francisco**                      **May 27**                      **Engineers Club**  
*What Do you Know for Sure About Industrial Insurance?*—Ray J. Mayle, Vice President, Pacific National Fire Insurance Co.

The following members visited National Headquarters in New York during the past month:

Donald S. Brayton, PROVIDENCE  
 C. C. Brown, PHILADELPHIA  
 M. A. Carman, NEWARK  
 L. Bernard Cauchon, PROVIDENCE  
 W. Herbert Danne, WASHINGTON  
 James F. Doherty, PROVIDENCE  
 R. H. Farnen, ROCHESTER  
 R. W. Gleason, BRIDGEPORT  
 Arthur D. Gross, BRIDGEPORT  
 C. E. Hennessey, NEW HAVEN  
 Antonio Herrera, CUBA

Frank S. Howell, WASHINGTON  
 E. E. James, HARTFORD  
 William R. Miller, HARRISBURG  
 T. V. Monahan, PHILADELPHIA  
 J. H. Rafford, NEW HAVEN  
 R. W. Reid, SCRANTON  
 Barney E. Rightmyre, SYRACUSE  
 Arthur O. Sattler, HARTFORD  
 Harold C. Sheets, HARRISBURG  
 Lewis J. White, NEWARK  
 Kenneth Woodbury, NEW HAVEN

- Scranton**                      **May 19**                      **Hotel Casey**  
*The Place of Accountants and Accounting in Today's Economy*—Maurice E. Peloubet, Partner, Pogson, Peloubet & Co.
- South Bend**                      **May 20**                      **LaSalle Hotel**  
*The Accountant's Interest in Organization Questions*—Mason Smith, Partner, McKinsey, Kearney & Co.
- Springfield**                      **May 21**                      **Sheraton Hotel**  
*Increasing the Cost Department's Value*—Frank Wallace, Principal, McKinsey & Co.
- Syracuse**                      **May 15**                      **Hotel Syracuse**  
*Incentive Wage Payment Plan and Relation to Cost and Production*—Joseph Miccio, Comptroller, Aircooled Motors Corp.
- Toledo**                      **May 20**                      **Hotel Secor**  
 Accounting Problems—Panel Discussion.
- Tri-Cities**                      **May 20**                      **LeClaire Hotel  
Moline**  
*Quality Controls for Profit*—Lloyd A. Knowler, Professor of Accounting, State University of Iowa.
- Tulsa**                      **May 21**                      **Mayo Hotel**  
 Panel Discussion: Three speakers.
- Utica**                      **May 12**                      **Hotel Hamilton**  
*Managerial Control Through Accounting Reports*—Martin A. Moore, Controller, Hyatt Bearings Division, General Motors Corp.
- Wabash Valley**                      **May 20**                      **Terre Haute House,  
Terre Haute**  
*Using Cost Accounting for Cost Control*—H. T. McAnly, Resident Partner, Ernst & Ernst.
- Washington**                      **May 21**                      **Hotel Hamilton**  
*Scheduling Office Production*—D. M. Magor, Controller, York Corp.
- Waterbury**                      **May 13**                      **Hotel Elton**  
 Panel Discussion: Chairman, E. F. Didier, Superintendent of Excelsior Plant, The Torrington Co.
- Waterloo**                      **May 20**                      **Open**  
*Looking Beyond the Balance Sheet*—Clarence E. Stender, Comptroller, Pressed Steel Tank Co.

- Wichita**                      **May 20**                      **Broadview Hotel**  
*The Place of a Wage Incentive Plan in the Postwar Era*—George Lies, Chief Auditor, O. A. Sutton Corp.
- Williamsport**                      **May 19**                      **Lycoming Hotel**  
*Cost Relations to Volume, Price, and Profit*—Charles H. Reittel, Participating Associate, Stevenson, Jordan & Harrison, Inc.
- Worcester**                      **May 15**                      **Sheraton Hotel**  
*Labor Management Cooperation*—Cyrus C. Ching, Director, Industrial and Public Relations, U. S. Rubber Co.
- York**                      **May 21**                      **Hotel Yorktowne**  
*The Business Man of Tomorrow's World*—A. A. Nicholson, Assistant to Vice President, The Texas Co.
- Youngstown**                      **May 21**                      **Tippecanoe Country Club**  
*Labor Control and the Accountant*—William H. Franklin, Controller, Caterpillar Tractor Co.

The following deaths were reported during the past month:

Albert F. Glassman, 60, Past President of BUFFALO Chapter. Mr. Glassman, a member of N. A. C. A. since 1924, was engaged in public accounting.

Ernst A. Brucker, 40, BUFFALO, associated with Buffalo Electro-Chemical Co.

Ernest Cooke, 62, COLUMBUS, associated with International Stacey Co.

Samuel N. Selman, 51, PHILADELPHIA, Executive Vice President, Fox Chase Knitting Mills, Rockledge, Pa.

Lester M. Clark, 45, MAINE, associated with Hill Manufacturing Co., Lewiston, Me.