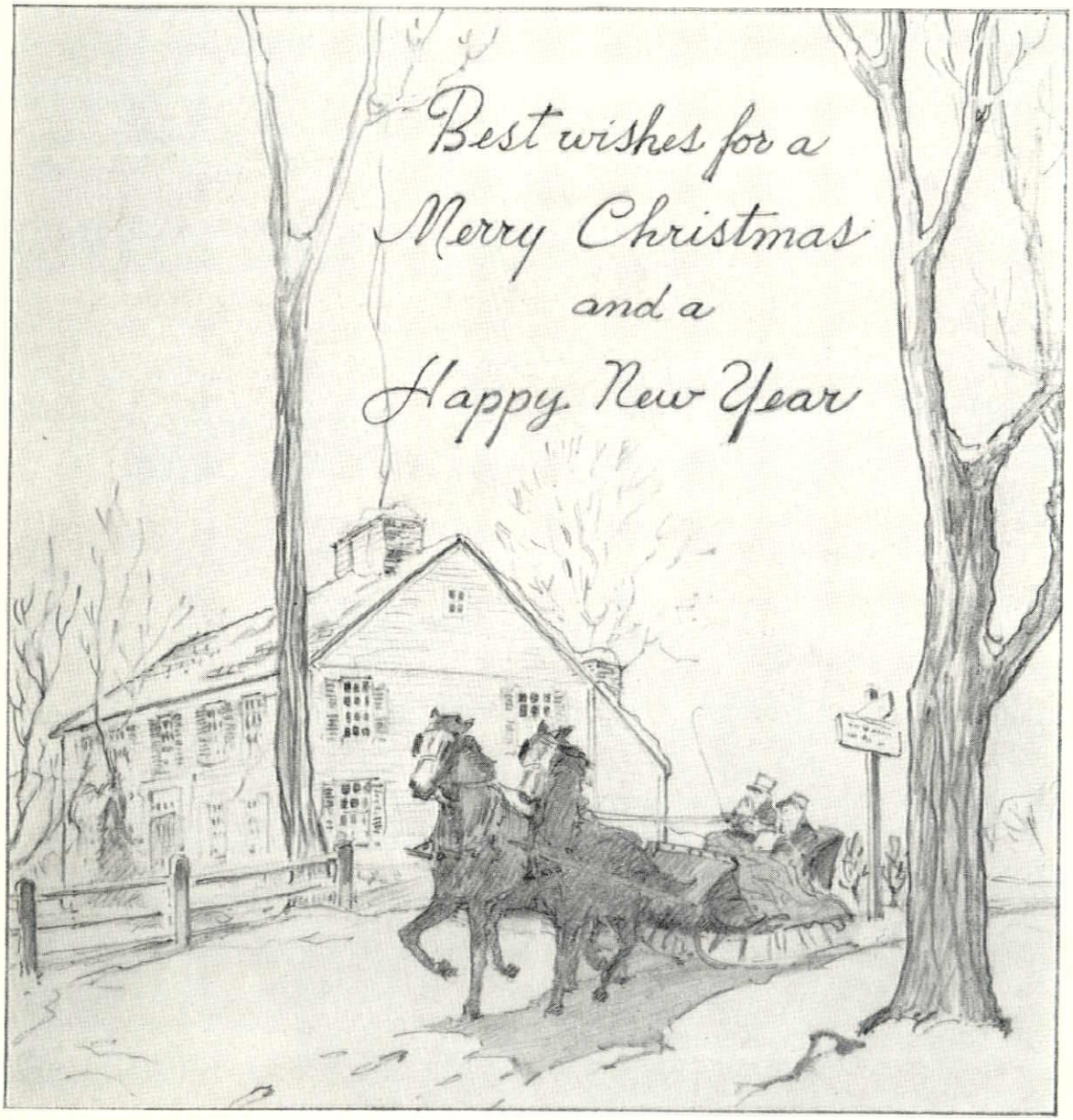
THE WISCONSIN ARCHITECT

THE OFFICIAL PUBLICATION OF THE WISCONSIN ARCHITECTS ASSOCIATION —
A CHAPTER OF THE AMERICAN INSTITUTE OF ARCHITECTS



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THE WISCONSIN ARCHITECT

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WISCONSIN ARCHITECTS ASSOCIATION
A CHAPTER OF THE AMERICAN
INSTITUTE OF ARCHITECTS

LEIGH HUNT, F.A.I.A., *Editor and Publisher*
ELIZABETH SCOTT HUNT, *Managing Editor*
3800 N. Humboldt Ave., Milwaukee 12 EDgewood 2-2113

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NORTHEASTERN DIVISION ANNUAL MEETING

The Northeastern Division of the Wisconsin Architects Association held its annual meeting Monday evening, December 3, at Chilton, Wis.

At the close of dinner, the business meeting was called to order by Leonard Schober, president of the Northeastern Division. Sixteen were present at the meeting.

Motion was made by E. H. Berners and seconded by Noel Ross Safford that a bill of $45.97 be sent to the Wisconsin Association of Architects for operating expenses for 1951. The motion was passed.

Mr. Berners reminded the membership present that a new publication including schedule of fees and principles of practice is available from the state secretary.

In advance of election of officers, Mr. Schober read from the bylaws. Paul Kilp reported for the nominating committee and read the following slate of officers presented by the committee for the year of 1952: Directors to executive committee: Leonard M. Schober, Frederick J. Raeuber; Wallace Brown, President; John E. Somerville, Vice President; Theodore Irion, Secretary-Treasurer.

On motion from the floor, seconded and passed, the secretary was instructed that unanimous ballots be cast for directors, president, vice president, and secretary-treasurer. The entire slate, as selected by the nominating committee, was therefore elected by unanimous vote.

Following the election of offices, Mr. Berners lead off in a discussion relating to question of the establishment of an architectural school within the University of Wisconsin.

With respect to Mr. Berners' election as a Fellow in the American Institute of Architects, the following resolution was unanimously adopted on the motion of Mr. Allen and seconded by Mr. Raeuber:

> It is resolved that the Northeastern Division of the Wisconsin Architects Association expresses its appreciation to E. H. Berners for his unselfish interest in the furthering of the principles of The American Institute of Architects, and that it congratulate him on his election as a Fellow in the American Institute of Architects "for services to the Institute."

Following motion was made by Mr. Kilp: The secretary is to instruct the directors of this Division that this meeting has gone on record to the effect that we (the Northeastern Division) are in favor of changing the bylaws back to their original wording regarding the nomination and election of directors-at-large. The motion was seconded by Mr. Allen and carried. It was agreed that the next meeting will be held the first Monday in February at Chilton.

JOHN E. SOMERVILLE, *Secretary*

A meeting of the Northeastern Division was held Monday evening, Oct. 15th, at the Elks Club in Appleton, Wis.

It was moved by Noel Safford, seconded by Sylvester Stepnoski, that each corporate member contribute $2.00 in order to build up a fund in the organization for the purpose of defraying expenses other than program expenses, and also the secretary was instructed to forward a bill to the state organization for program expenses incurred during the year. Motion carried.

Noel Safford moved, Wallace Brown seconded, that the next meeting be held the first Monday in December at Chilton.

Bill Hart of the American Institute of Steel Construction, and H. C. Crane of the regional N.P.A. office in Appleton, spoke on the prospects of steel for construction.

There were 13 members present.

LYLE C. NELSON

* * *

KOHLER OF KOHLER NEWS HAS 35TH BIRTHDAY ANNIVERSARY

Kohler of Kohler News became thirty-five years old in November.

In the "Foreword" of the first edition in 1916, the late Walter J. Kohler, President, said in part that it was hoped it would "be a source of entertainment and interest to all."

His hope has been realized. One need not be a part of the great Kohler organization, a distributor, or dealer of Kohler products to find the NEWS most entertaining and interesting.

In the May 1951 issue, the Wisconsin Architect published an outstanding editorial, "The Menace of Inflation," a reprint from Kohler of Kohler News.

ALEXANDER C. ESCHWEILER, JR.

Alexander C. Eschweiler, Jr., who was affiliated with the Wisconsin Architects Association and had been a member of The American Institute of Architects since 1924, died Tuesday, December 11, his death caused by exposure and exertion shortly after his private plane crashed into Lake Wisconsin near Portage.

An experienced pilot, Mr. Eschweiler flew, almost exclusively, to visit the various Eschweiler & Eschweiler jobs located out of the city. It was when he was en route to Eau Claire that due to bad weather conditions, he made the forced landing on the frozen lake. The plane nosed through the ice, struck a log in the shallow water, and upset. In freeing himself from the overturned plane, Mr. Eschweiler's legs were injured and he was forced to crawl for forty-five minutes before reaching the road where he was picked up by a motorist and taken to a nearby resort. He died shortly after.

Following his graduation from Cornell, Mr. Eschweiler, who was 58 years old, began his architectural career in the office of his father, the late Alexander C. Eschweiler, dean of Wisconsin Architects, and Fellow of The American Institute of Architects. Two brothers, Carl F. and Theodore L. also graduates of Cornell, are members of the firm, carrying on in the offices at 720 East Mason Street, Milwaukee.

In addition to the brothers, Mr. Eschweiler is survived by his wife, Dorothy, five sons, Thomas, Alexander III, John, Robert, and Peter. Of the five sons, only Thomas, will carry on in the profession of his grandfather, father, and uncles.

The other survivors are his mother, the senior Mrs. A. C. Eschweiler, and three sisters.

Today, Wisconsin Architects feel a great loss in the passing of Alex Eschweiler, but will sense it more and more as time goes on.

MILWAUKEE DIVISION, W.A.A., HOLDS ANNUAL MEETING

The Milwaukee Division of the Wisconsin Architects Association held its annual meeting Thursday evening, December 14, at the City Club.

Following dinner, the meeting was called to order by President Alvin E. Grellinger. The Secretary read his report of the activities of the Milwaukee Division for the year 1951. After a discussion, the minutes were approved as read.

Wallace Lee, Chairman of the Education Committee, in making a verbal report, stated that his committee had obligated itself in promising the awarding of books as prizes for six boys in recognition for the fine work they were doing in his Architectural design course at the Layton Art School.

He offered a Resolution that the sum of $100.00 be allowed to defray the expense of these prizes. This was seconded by Fritz von Grossman. After considerable discussion this motion was passed with the added amendment that this sum be taken from the $250.00 allocated to the Milwaukee Division.

Francis J. Rose, Chairman of the Milwaukee Civil Defense Committee for the Architects, spoke on the need of cooperation among the Architects, stating that there was much work to be done but no funds had been made available. It was his opinion that as soon as appropriations are made to carry on the survey for buildings appropriate for bomb shelters, that his committee be augmented so that the work can be done more quickly, thus making up for lost time. No motion was made on his report as he stated that when the appropriations have been made, which he expected to be soon, he would notify the President so that a special meeting could be called.

After considerable discussion, motion was made by Arthur O. Reddemann, seconded by Frederick J. Schweitzer, and unanimously carried, that the 1951 officers be re-elected for the year 1952. These officers are Alvin E. Grellinger, President; Frederick J. Schweitzer, Vice President; Leigh Hunt, Secretary-Treasurer.

Arthur O. Reddemann and Frederick J. Schweitzer were elected the two Divisional Directors to represent the Milwaukee Division on the Board of the Wisconsin Architects Association.

Stanley A. Rypel was elected to represent the Architects on the Mayor's Advisory Council.

The meeting was adjourned at 11:30 o'clock. Following the adjournment, the members expressed themselves as very much in favor of the general discussions carried on during the meeting. These discussions covered such various phases of our profession that the meeting resembled a jamb session and those present felt that more meetings of such nature should be held during the coming year.

LEIGH HUNT, *Secretary*
Milwaukee Division

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ROSTER TO BE PUBLISHED IN JANUARY ISSUE

The Roster of the Wisconsin Architects Association will be published in the January issue of the Wisconsin Architect. The listing will include names and addresses of all Corporate, Associate and Junior Associate members of The American Institute of Architects affiliated with the Wisconsin Chapter. No one in arrears for the year 1950-51 will be listed.

USE OF CONCRETE MASONRY UNITS

By S. H. WESTBY, Portland Cement Assoc.

Presented at Regional Meeting, North Central District of A.I.A. at La Salle Hotel, Chicago, Ill. November 2, 1951

Whatever the construction material used, it requires knowledge by the architect and builder to secure the best results with that material. Each material has its own characteristics.

Let us, then, discuss what the characteristics are for concrete masonry. What are some of the design and construction practices which should be followed when using concrete block?

First of all, a building material should meet certain specification requirements. The ASTM specifications for hollow load-bearing concrete block, for example, have requirements for compressive strength, absorption and moisture content at the time the block are to be delivered. The moisture content limitation is just as important as the requirements for compressive strength and absorption. However, in most cases, this is the requirement that is not checked often enough due perhaps to the current method of testing which usually requires about two days time.

I recently inspected many concrete masonry buildings around the country and the block before being laid in the wall had been tested and met specifications, or so I was informed. Upon examining the test results I found that compression and absorption tests had been made but I didn't find any tests where the moisture content had been checked.

Most building materials when wet are in an expanded condition and shrink upon drying out. Concrete is no exception. If the moisture content of a concrete block is such that it will lose moisture after being laid up with mortar in a wall, then shrinkage stresses are developed. On the other hand, if the moisture content of the concrete block is such that very little or no further drying out will take place after being laid up in a wall then shrinkage stresses will be minimized. We strongly urge that stricter observance of this moisture content limitation be taken by architects, engineers and concrete products manufacturers.

Now it might be argued "what good does it do to have a concrete block manufacturer go to all the trouble and expense of drying block down to moisture content specification when the block are subject to wetting by rain and snow when stockpiled on the job or even when laid up in the wall?"

This can be answered by providing protection on the job site. When a concrete products manufacturer delivers block meeting moisture content specification, the block should be stockpiled on the job and protected with coverings, such as tarpaulins or building paper. Many other building materials today are similarly protected. At the end of each day's work the top course of each concrete masonry wall should also be covered with a board or building paper to prevent rain or snow from entering the hollow cores of the block.

Most of the rain striking the vertical surfaces of a concrete masonry wall under construction will run down the wall and onto the ground. Some of the rain will be absorbed on the surface of the block. But as soon as the rain ceases this absorbed moisture will soon be evaporated. However, if the top of the wall was unprotected, any rain or snow entering the hollow cores of the block would be absorbed by the block and then eventually evaporated from the outside wall surfaces. Such moisture might seriously increase the moisture content of the block — something that must be guarded against.

Another way that concrete block may become wet on the job site is in observing a construction practice used with most other masonry materials — that is of pre-wetting the units before applying mortar. Prewetting is done to control suction on highly absorptive masonry units otherwise the units would suck the water out of the mortar used in laying up the wall. Such mortar would stiffen too soon and good bond would be seriously impaired. Concrete blocks are not highly absorptive and should never be prewetted. I might add that when we recently remodeled the general offices of the Portland Cement Association in Chicago we used block that were dryer than the maximum allowed by the ASTM specifications. Mortar made from one of the popular brands of masonry cement remained soft and plastic when applied to these dry block and good bond was obtained.

Another construction practice employed with concrete block is the use of vertical control joints to relieve stresses due to shrinkage and temperature changes. These joints must be continuous from top of support to top of wall and must be a complete separation between the wall segments. They should be located at the junctures of concrete masonry walls and columns, pilasters or piers. Control joints should separate non-bearing walls from bearing walls. The locations of control joints in straight walls depend somewhat on local experience with various types of aggregates, type of building, wall loads, wall openings, etc. These joints may be as close as 20 feet and as far apart as 35 feet.

Vertical control joints require sealing with a caulking compound. If the walls are to be painted with portland cement base paint, the surface of the caulking compound in the joints should be allowed to harden and then be given a coat of shellac, otherwise the oils in the caulking compound might tend

to bleed through the cement paint and produce a wet-looking joint.

Inspection of several school buildings having concrete masonry corridors and partitions have indicated a design or construction practice that usually causes trouble. Plans called for 6 inch corridor walls. These walls were built between concrete or steel columns and required a reduced section of wall of about 2 in. thick across the face of the columns. The block at the edges of the columns had been notched out with a masonry saw reducing part of the unit to a width of 2 inches. This created a weakened vertical section in the block wall at the edges of the columns and usually gave trouble. If the wall had been stopped at a control joint on either side of the column and a 2 inch solid block placed across the face of the column and anchored to the column the trouble would have been eliminated. Similarly, butchering up the units with a saw to accommodate a soil pipe, for example inside a partition, will usually result in a cracked wall. A better construction detail is the use of solid precast block of face shell thickness placed on either side of the pipe.

In preparing plans for a concrete masonry building architects should design the length of the walls, and locations and widths of wall openings in multiples of half-length units. In the case of 16 inch nominal length block all horizontal dimensions should be in multiples of 8 inches. Vertical dimensions should be in multiples of full length units. Thus with 8 inch high block the vertical dimensions should all be in multiples of 8 inches. Such dimensional planning minimizes cutting and fitting of block on the job — a costly operation. In addition odd length and height block detract from the appearance of the masonry wall.

Let me briefly summarize design and construction practices recommended when building with concrete masonry:

1. Insist on block that meet all specification requirements. This includes moisture content as well as strength and absorption.
2. Protect the block on the job site against gain in moisture.
3. Cover the tops of unfinished walls to keep rain and snow out of the hollow core spaces.
4. Don't pre-wet the block before applying mortar.
5. Use control joints.
6. Don't notch or cut the block so as to create a weakened vertical section in the wall.
7. Shellac over caulking compounds in control joints before painting walls with portland cement paints.
8. Use dimensions on plans conforming to masonry sizes.

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WISCONSIN ARCHITECTS ASSOCIATION CONVENTION COMMITTEE MEETS

The 1952 Convention Committee met Thursday, December 14, at 5:30 P.M. at the City Club, with all present but one member. The tentative program as outlined was agreed upon. Final plans will be made when the Committee meets the first of the year. Arthur O. Reddemann is Chairman.

The Annual Meeting of the Wisconsin Architects Association will open the Convention Thursday evening, February 7, at the Plankinton House, Milwaukee, the Convention to continue February 8 and 9.

THIS BUSINESS OF ARCHITECTURE

By JAMES KITTLEMAN

Presented at Regional Meeting, North Central District of A.I.A. at La Salle Hotel, Chicago, Ill. November 2, 1951

Your speaker's qualifications, however doubtful, to stand up here and talk on this business of architecture stems from his basic training at the Cornell University College of Architecture, early experience in a Chicago architectural office, promotion and research on building materials for several manufacturers, and, thence, to professional management consulting with the opportunity to tell other people how to run and manage their own business.

It so happens, and perhaps as a surprise to some of you, that this business of management consulting finds itself closely associated with the professional architect from time to time. On occasion, an architect has even *sought* assistance from a management consultant for some specific client problem, or more important to today's subject, has sought assistance for the planning of his own professional growth and expansion of his business.

Essentially the interest of this group, I believe, is in "Architecture as a Business", or, put another way, "earning a living, and good architecture" as fundamental objectives of the architect's office large or small.

Architecture is a profession depending for its success on the coordination of highly skilled and talented individuals. This, however, does not relieve it from maintaining certain basic fundamentals of good business management, or from the effects of growing confusions and complexities of doing business now or in the foreseeable future.

At the center of every successful enterprise, or division of an enterprise, there must be a leader or administrator who gives life and purpose to a wide variety of activities going on around him. There are probably four basic duties that must be performed by the head of any business. He must:

1. Establish objectives, policies, and operating plans that indicate what the enterprise is in business for, and what it is to accomplish.
2. Build an organization through which these plans will be carried out.
3. Assemble the resources — men, equipment, capital — necessary to enable the business to operate efficiently, and
4. Supervise and control actual operations to make sure that the objectives are being fulfilled as planned.

It has been my experience that many architects, generally speaking, give lip-service to these fundamentals, but do not actually come to grips with them in an effort to improve their performance and determine where they are headed. It is very true that the fundamentals of doing business have not changed, but the growing complexities of our economic structure have placed the intelligent, personal, detailed direction of almost any business beyond the ability of any one man. An architectural office requires good management, and *must* have it if it is to succeed. Many architects shy away from responsibilities for seemingly mundane areas of their operations like good accounting practices, intelligent sales planning and promotion, and good organization of personnel. Management is highly paid labor, and requires thinking of the highest order if a firm is to keep from drifting into narrow channels of operation. There is nothing so lacking in all business today than the knowledge of good organization principles, and I believe the *capacity* for organizing has been misapprehended. Many of us have the impression that organizing is the application of common sense which to some degree it is, and that common sense is a commodity which is common. Another general impression is that a business executive or the head of an architectural firm who has been successful is necessarily a good organizer. Nothing could be farther from the truth, although the average architect or business man would be highly incensed and seriously insulted if he were told just that.

It appears to me that the professional architect by the very nature of his work has a definite obligation to society, and because he *has* should be interested in the long-range activities of his firm, and its continuation after he has ceased to be active in it. The hallmark of a profession is its sense of duty. This demands leadership and a leadership that induces cooperation. *Real* cooperation is that intangible something which is the heart and soul of any organization and surely the determinant of all of its characteristics. Let us look at the real requirements of leadership, and think of our own organizations as we do. Leadership is management and administration and has four principal requirements or functions: The first is "planning", and I believe the architect has not given it the attention he should except in terms of the drafting board. He tries to make things constant for himself by disregarding the only constant thing in the world — change. He needs to think in terms of tomorrow, next week, next month, next year, 5 years and 10 years hence. Planning includes also the past experience of the business, and the careful appraisal of present trends acting as the "crystal ball". In terms of planning, he needs to determine his present plan of organization and personnel and the accompanying duties and responsibilities; has he got the kind of a top team to be successful in this business? Is he inclined to hire men that he personally likes regardless of specific abilities, and who are capable of contributing little to the group activity except to duplicate abilities that he already has. This business is complicated, and requires top manpower of varying background, interest, and ability, but all with a common purpose to provide the best in architectural services through teamwork and cooperation.

No architectural firm is too young to begin to evaluate and appraise the business it is doing or has done. Where does the business come from, how and why did we get it, what is the gross dollar volume and profit by types of buildings? The successful architectural firm, for instance, will know the strengths and weaknesses of its own partners. These will be common knowledge of the partnership and will be discussed from time to time in order to make the best use of these variances of personality in client handling, and prospect hunting. I know a firm that takes particular pains to fit its manpower to the specific personnel peculiarities of a particular client. This takes practice, objectivity, control of pride and a deep sense of the requirements of cooperation for long-range success.

Planning requires that you specifically determine the volume of business that your present partnership

wants to do. Also, what will be the individual requirements to attain this goal. We all can't promote, we all can't design, we all can't supervise construction, we all can't interview building material salesmen, and most of you don't want to keep books. We must come to a careful conservation of our time within prescribed limits, and do those things which best use our talents and bring us greatest personal satisfaction.

The planning activity also goes farther and demands that we give careful consideration to our capital requirements in line with our business development. We must carefully plan our requirements for additional personnel and the relationships under which it will work, as well as the floor space and cost required to carry on the type of business we have or hope to have. Certainly most architects' offices need good accounting methods and procedures, a sound system of reporting which provides a breakdown of costs into the various areas such as sales expense, drafting, partner time, consultants' or associates' time, office overhead and profit (if any). If the office is big enough, it should finally absorb an individual into the partnership as a "controller" or "business manager" who from time to time provides everyone with the "facts of life" on the operation, and acts as a leveling influence in the architectural boat.

The second characteristic of leadership after planning is "command" or "direction". Good administrators don't command, however, they "lead" in the direction of getting the planning put into execution.

The third is "coordination" which is the focal point of administrative action. Here is the place where many architects stub their toes as do many business men. We forget to think in terms of the whole organization, and over-emphasize one area of operation or another.

The fourth and last characteristic is *control* or the checking of results. Control, in the true sense, is a timely criticism of all the operations of the business. It is the check against established objectives, and predetermined plans, and is the one area which so many architects fail to appreciate and, consequently, do nothing about.

I would now like to take the four essential functions of the architect's office and discuss each in terms of the whole. The first is New Business, Promotion and Public Relations. The scope of this activity needs to be carefully determined and the responsibility centered in the best qualified individual for coordination. Everyone usually has a hand in this activity, but some are better qualified than others to make a forceful presentation, to meet people, to know when to listen, and to influence those who have to be influenced. In a business-like manner, the office should have a complete list of its past and present clients broken down by type of job, the location of the assignment, how the job was obtained, who got it, who worked on each phase of the work and, finally, after completion, a written and pictorial memorandum indicating problems encountered either in personnel or working conditions which will be valuable to future assignments. The office needs an up-to-date list of prospects and suspects and friends of the firm. This is ever changing and demands constant attention. To what extent we expand the promotion of successful assignments depends on the money available for this activity and nothing else. You must sell, promote and

advertise in the best sense of the term, if you are to meet established objectives. This activity must be budgeted and a definite written program established which indicates individual responsibility for it. We don't attempt to do everything, but attempt to meet specific quotas of business in specific areas on a specific percentage basis. In other words, we divide our potential gross fee percentage-wise, let us say, between residential, housing, hospitals, schools and industrial work, and we gear ourselves to handle this kind of a promotion, selling and finally production program.

The promotion and public relations function needs to be carefully nursed in all phases of the architect's life.

It happens that I am a member of a school board close to Chicago. Over the past three years I have had an opportunity to work with several architectural firms and have been amazed at the lack of knowledge, on the part of some, of good human relations, sound job planning from presentation to completion of the building, lack of follow-through on specific requests for information, a lack of professional acumen in handling difficult situations, and progressive indifferences as the actual work is underway. This job of public relations never ends and affects every contact made by every man from the architect's office.

The second function of the architect's office is Design and Production. Now that we've got the job what are we doing about it. Again, the office that has developed a fairly continuous flow of work requires system. Many of you shy from system principally because you do not know what it is. Certainly the principal purpose of system is to develop free time for the creative ends of this business and to shorten the distance and costs to satisfactory job completion. Each job program should be definitized, budgeted and controlled day to day. Calendar deadlines should be established and client presentation dates worked out to most advantageously serve the production staff and the client. Again, job classifications in the design and drafting areas should be established, some type of a profit participation plan should be inaugurated which rewards unusual work, initiative, ambition, and makes possible the development of able men from the ranks. Perhaps nowhere have the architects done so little as in the matter of upgrading of personnel and providing for the longevity of their business through careful attention to the development of personnel. Programs should be written out, and written memoranda should take the place of oral directions where time schedules, man hours, firm policies and direction of

personnel are heavily involved. Early and careful preliminary and basic cost estimates should be a requirement of every office for every job.

The third function of the architect's office is construction of the work and the supervision in the field. I have only one comment to make here and it is a repetition esssentially of what I said earlier. The personal relationships of those engaged in the work with the personnel of the client are overlooked from time to time. The architect, I believe, is supposed to fight the battles for the client having been hired as his agent, and is supposed to arbitrate differences of opinion which develop on the job. It is my personal belief through some experience that many times the architect puts the client in the position of settling disputes where he does not have the background, experience, or time to make a decision.

The fourth important function of the architect's office already alluded to is business management and control. Unfortunately, architectural training does not embody to the degree that it should, basic business concepts and procedures which are essential to any business. I do not necessarily favor additions to the already lengthy training program, but believe that the architect should know the fundamentals of good organization and administration; some knowledge of finance, budgeting, cost control and personnel relations to increase his effectiveness in the field.

I know of several architects who at first fretted under the pressures and controls imposed by a strict adherence to good business management in their own offices, but who, on the other hand, have recognized the benefits, have regulated their own activity to fit the desires of the whole, and have consequently seen their business grow and their personal incomes reach levels which were unobtainable under any other system of management. Also they have found that they have free time to do those things which bring personal satisfaction; family, community activities, research and experiences in new fields. I believe that the individual partner in an architect's office charged with the business management function should be in fact an administrative coordinator. He should be responsible for an organization chart of the firm, and through cooperative effort with his partners should assign responsibilities and see that they are in written form. He should systemize methods and procedures, construct a meaningful annual budget, and devise means for an easy flow of information and communications in the office. He should be responsible for partner meetings being held on a set schedule, for salary administration, and personnel administration with periodic review of progress of employees. Employees should have a six-month review of their activities against a standard established by the partnership and made known to the employees. How else can good employees be recognized and they, in turn, informed that they do have a definite place in the progress of the firm's activity. The architectural firm, like any other business, should have written objectives which are periodically reviewed, written policies of operation which everyone understands, and

methods and procedures of operation which are simple, complete and productive of results which coordinate the individual activities of specialists.

In conclusion, let me sum up the points which I consider vital to the operation of an architectural practice if it is to be successful:

1. Establish short-term and long-range objectives for the business, which would include the following:

(a) A desire to the possession of conspicuous professional accomplishments in the field of planning and building.

(b) A desire to meld together in a business a group of individuals who are competent specialists in the architecture and building fields, and personally equipped to build an organization through cooperation.

(c) A desire to establish a scope of architectural practice which sets up a desired living standard for the partners of the firm and its employees.

2. Establish policies of operation or rules-of-the-game which are thoroughly understood by everyone in the employ of the firm.

3. Establish a plan of organization which emphasizes the principal functions of the business, and charts their interrelationships, job to job.

4. Secure manpower, trained and specialized, to fulfill the responsibilities and duties of each specific position and job in the office.

5. Establish a personnel relations program which makes possible the securing, holding and elevation of competent personnel. This includes good job descriptions from top to bottom, a dollar evaluation of these jobs, good selection and hiring techniques, periodic evaluation of performance, and some plan of reward for accomplishment and merit in relation to the total business of the firm.

6. Establish a coordinated activity of selling, promotion, publicity, marketing and public relations un-

der the direction of a single individual which will, on a planned basis, meet the established objectives of the partnership.

7. Establish a design, production and construction activity which is capable of producing excellent architectural design and planning, good engineering and construction techniques, within the prescribed limits of the time and dollars available.

8. Establish a center for the operational control of the business in the hands of an experienced individual skilled in financial operations, office methods and procedures, budgeting and cost analysis, sales forecasting and internal controls.

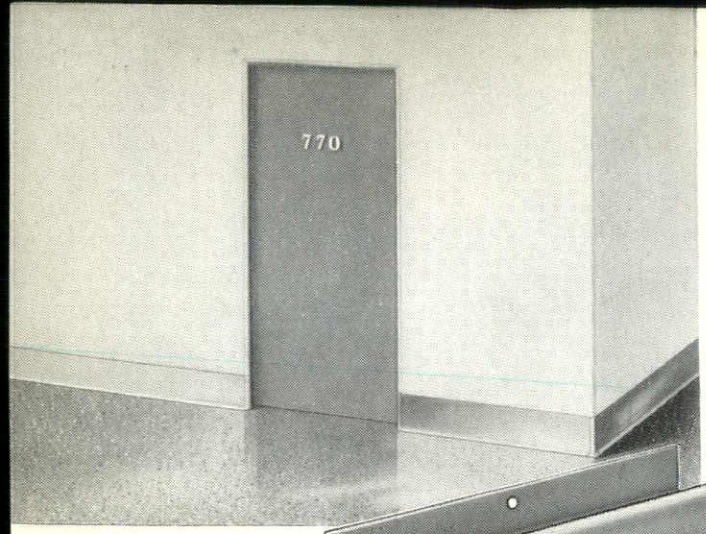
9. Develop means and methods for keeping up-to-date on new technical developments in the field, an awareness of the work of other firms within your area of activity, and the general economic, business, political and social development of your area.

10. Continually develop a cooperative concept in the solving of each client's problem to make the best possible use of available talent, time and dollars, and consequently develop manpower which can succeed to partnership status and the expansion of the firm's effectiveness.

I believe we must recognize that each architectural office is a complex personality in itself made up of a wide variety of talents, abilities, ambitions and emotions. The success of a particular office should never be wholly evaluated in terms of how nearly it approaches its *capacity* to succeed, rather than in the prosperity of another organization. This capacity for success is something that *can* be evaluated if leadership is available of the type which is never satisfied with present methods and volume of business, but is continually striving to improve performance. The result should be improved efficiency in the office, better earnings for the partnership and personnel and, most importantly, better architecture.

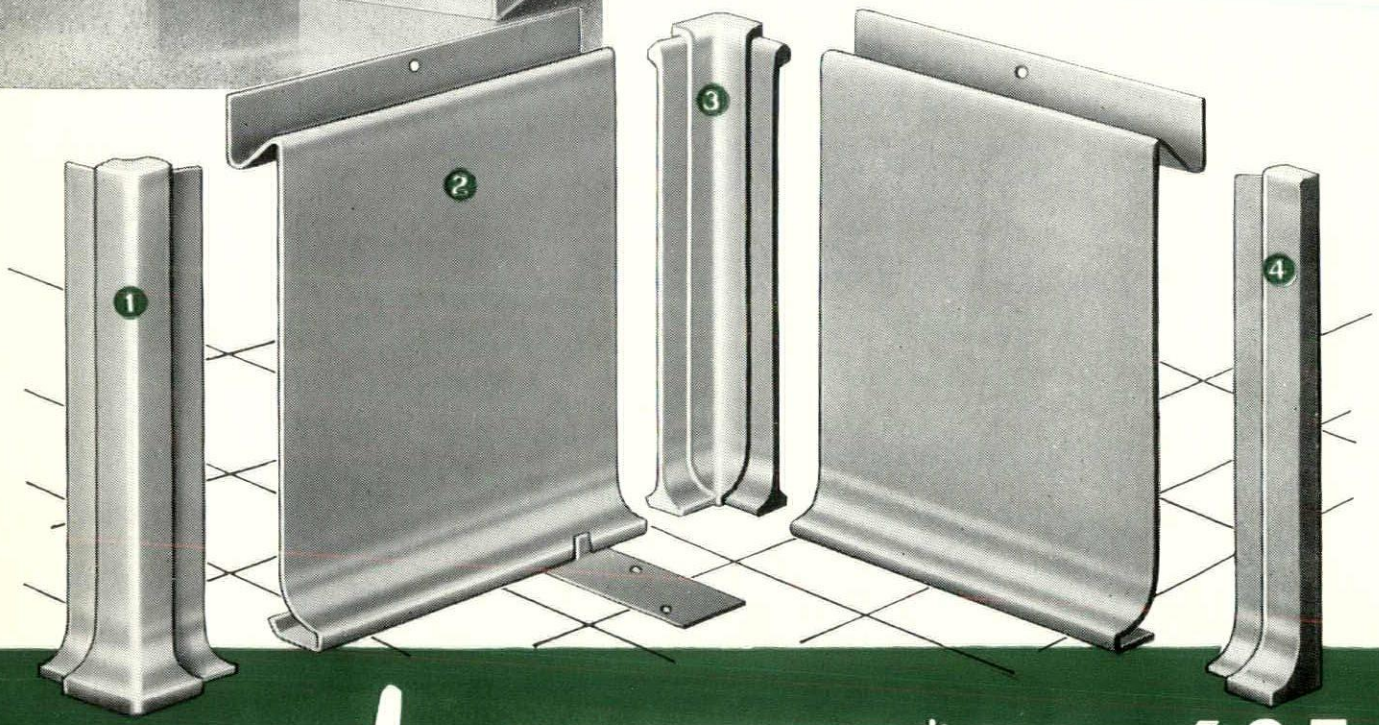
This kind of a program can't be accomplished over night, it can't be accomplished by *one* partner's interest in it, it can't be accomplished with your left hand, but just like anything else that pays big dividends, it demands hard work, constant attention to all details of the business, and the earnest desire of all members of the firm to upgrade and improve their professional life.

What I have really been talking about is scientific management. The term confuses and scares the small business man and especially those in professional activities. Scientific management is thought of as a body of doctrine useful only to big business, and connoting complicated procedure. It does, however, have application to *your* business, but the question always is how do we get started. One writer has said that the application of scientific management is *first* an attitude of mind or the development of an inquiring mind, and an experimental attitude. This is the motive for investigating the possibilities of scientific management in your business. Somebody in the firm, therefore, must initiate a desire for the application of scientific methods to his operations. Through an inquiring mind he must develop an objective approach if the tempting possibilities of work simplification and an improvement of his competitive position are to be realized.



Friction-fit fittings (no punching, no screws)

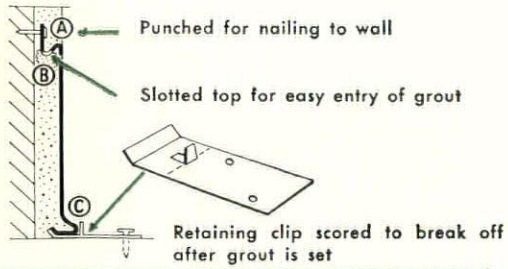
1. Outside corner fittings—square or ¾" radius, cast.
2. No. 605 Metal Base Section — 4" and 6" heights in standard 10-ft. lengths.
3. Inside corner fittings — square or ¾" radius, cast.
4. End-stop — left and right hand, cast.

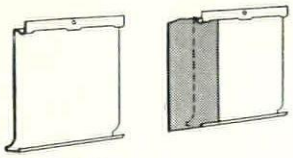


new! MILCOR* no. 605

Plastered-in Metal Base with friction-fit fittings for faster installation

Flush-type, plastered-in design





No punching, no exposed screws

Rear view shows how flat aligning plate joins two sections of Milcor No. 605 Metal Base. Note, as with fittings, this joint requires no punching and no screws.

This new metal base is ideal with asphalt, rubber tile, or linoleum floors — in modern buildings such as hospitals, schools, hotels, apartments, office and industrial buildings.

Sanitary, fire-safe, and durable — Milcor No. 605 Metal Base offers substantial savings in construction time as well. That's why you will want to use this new Metal Base in your current designs. Study the features described on this page, and write for complete information.

*Reg. U. S. Pat. Off.

INLAND STEEL PRODUCTS COMPANY

Formerly Milcor Steel Company

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