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HARRINGTON EMERSON'S TWELVE PRINCIPLES OF EFFICIENCY

The article is devoted to the problem of the principles of efficiency. Harrington Emerson contributed to the system of efficiency in the field of industrial engineering. The main idea of Emerson's theory is expressed in his book «Twelve Principles of Efficiency». It is the following: true productivity always gives maximum results with minimum efforts. He raised and substantiated the need and feasibility of an integrated, systematic approach to solving complex multifaceted practical problems of organization of production management and any activity at all.

He figured out 12 principles of organization efficiency:

1. Clearly defined ideals: the organization must know what its goals are, what it stands for, and its relationship with society.
2. Common sense: the organization must be practical in its methods and outlook. [1]
3. Competent counsel: the organization should seek wise advice, turning to external experts if it lacks the necessary staff expertise.
4. Discipline: not so much top-down discipline as internal discipline and self-discipline, with workers conforming willingly and readily to the systems in place.
5. The fair deal: workers should be treated fairly at all times, to encourage their participation in the efficiency movement.
6. Reliable, immediate and adequate records: measurement over time is important in determining if efficiency has been achieved.
7. Despatching: workflow must be scheduled in such a way that processes move smoothly.
8. Standards and schedules: the establishment of these is fundamental to the achievement of efficiency.
9. Standardized conditions: workplace conditions should be standardized according to natural scientific precepts, and should evolve as new knowledge becomes available.
10. Standardised operations: operations should follow scientific principles, particularly in terms of planning and work methods.
11. Written instructions: all standards should be recorded in the form of written instructions to workers and foremen, which detail not only the standards themselves but the methods of compliance.
12. Efficiency reward: if workers achieve efficiency, they should be duly rewarded. [2]

So, twelve principles of efficiency, proposed by H. Emerson, served as the basis of rational organization of work in industry, and are being effectively used in practical management.

LITERATURE

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