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## C. P. A. Bulletin, Vol. 2, No. 10, November 1, 1923

National Association of Certified Public Accountants

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# The C. P. A. Bulletin

Copyright, 1923, National Association of Certified Public Accountants

Vol. 2, No. 10

The National Association of Certified Public Accountants  
945 Pennsylvania Ave., Washington, D. C.

November 1, 1923



## NATIONAL ACCOUNTANTS

Member

National Association of Certified Public Accountants

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An Act to regulate Accountancy between the several States

Interstate Public Accountant

With the EXAMINATIONS under the

UNITED STATES CIVIL SERVICE COMMISSION

---

CHATTANOOGA, TENNESSEE,

OCTOBER 8, 1923.

NATIONAL ASSOCIATION OF  
CERTIFIED PUBLIC ACCOUNTANTS,  
WASHINGTON, D. C.

GENTLEMEN:

I HAVE READ VERY CAREFULLY YOUR PROPOSED ACCOUNTANCY BILL, IN THE OCTOBER FIRST ISSUE OF THE C. P. A. BULLETIN AND I MUST CONFESS THAT IT IS A DIAMOND IN THE ROUGH.

YOU ARE WORKING ALONG THE RIGHT LINES, KEEP THE GOOD WORK UP, IT IS JUST WHAT ACCOUNTANTS NEED AND WE FEEL THE NATIONAL ASSOCIATION CAN PUT THE BILL OVER.

## FROM A BOSTON MEMBER

Boston, Mass., October 10, 1923

Gentlemen:

You are in the right with an accountancy law, which will allow accountants to pass from one state to another to practice his profession, and with the examination under the control of the United States Civil Service Commission you have struck the key note.

Reading from former copies of the C. P. A. Bulletin, I find you have been working along the lines of bringing accountants together under one general designation, and I find as stated:

The trouble with the profession of Accountancy is that it is founded upon a title or designation, or titles and designations, rather than upon comprehensive legislation providing for a reasonable qualification to enter into and practice the profession.

So long as this condition exists and accountants persist in taking and maintaining their rating upon arbitrary titles and designations, there will be organizations of various kinds operating to give the accountant what he wants.

Under the present conditions we have the State Boards of Accountancy giving titles and designations to the accountant adapted to his individual state which designation is not recognized by his neighboring States.

Just so long as the accountant sticks to the theory that a certificate of titles from his State shall be the basis upon which he shall be judged for his qualifications, and just so long as his neighboring States refuse to accept that standard and with the profession generally in the condition which is current, of chaos, turmoil and invidious comparison, no one can contend that the principle of certification of title has been a success. There is nothing logical which can be brought forward to indicate that under this principle the profession as a profession ever will be a success.

The title method was taken from the English and in England this method has been and can be successful. It is, however, totally in opposition to American psychology and has not been and cannot be successful in this country. As long as the designation C. P. A. consists of a professional decoration, a great majority of American professionals, owing to inherent prejudices, will refuse to seek it merely upon the ground that it is a decoration, bestowed by officialdom.

The American lawyer does not sign an opinion with L.L.B. or letters representing any other degree he may possess appended to his signature. The American lawyer does not go around proclaiming the superiority of his degree obtained at Harvard over the degree which some other lawyer has obtained at Yale. Under this title system the profession of Accountancy is bound to be divided into conflicting bodies, subdivided into conflicting subdivisions, and there cannot exist a homogeneous profession. There cannot exist a full professional influence and only a meagre economic value can come out of the profession which should be the medium of expression of commerce and trade, of solvency and insolvency of the activities of the people.

It is a fallacy to believe that a profession may be "held up" by the segregation of a small percentage of the most proficient and by the freedom of control of a grand majority of those practicing the profession. In the profession of Law, the organization of an association composed of the Judges of the Supreme Bench, would have no beneficial result to the profession as a whole. The Standard of the legal profession is raised by the intermingling, association and cooperation of good, bad and indifferent lawyers practicing all as lawyers and members of a single profession, which all are pledged to uphold to the extent of the ability of each individual, the profession which they practice. The high-grade lawyer is the leaven of the profession of law and his success rebounds not only to his own benefit, but to the benefit of his whole profession.

In contradistinction to law, in accountancy the attempt is made to separate the profession which attempt has not been successful. The level of the profession can be raised by no artificial or arbitrary means. An artificial elevation of the few can only result in a lower average of the many. The profession, to rise, must rise together, and must start from a point at which the majority of the profession finds itself and which is the point at which

(Continued on page 4)

## EDITORIAL

By J. R. Hutchison

The tentative proposed Interstate Accountancy bill has been complimented on by many of the profession. The comments indicate that the bill provides just what is needed to take the examinations out of the hands of the few and place it with the United States Civil Service Commission where the candidate will receive a just rating and not be hampered by the local State Board. With the examination under the control of the State Board every new candidate who is admitted takes away from the accountants who make up the State Board just one more unit of the work in that State; for illustration, in the State of South Dakota we find from information available, that five C. P. A. certificates have been issued. Now if five accountants are doing all the C. P. A. work for that State, when the State Board which is composed of three of this same five, hold an examination and admit say five more candidates who become C. P. A.'s of that State then you see the State C. P. A. business is cut into ten units which reduces the original five members to one-half a unit each. Following this line it is plain to be seen why the State Boards are endeavoring to make the examination so difficult that no accountant can pass his local State Board examination. As a residency is required in most States, the applicant cannot go into his neighboring State and sit for the examination, he is thus barred from practicing as a C. P. A. As the States do not reciprocate, unless the \$25.00 fee is forth coming, and the necessary lot of red tape is complied with the accountant who does succeed in securing his certificate from his own State cannot pass into another State and practice his profession as an accountant without being subject to a fine. Just so long as this condition exists there will be strife and enmity between the C. P. A.'s and with this strife in existence the accounting profession is a long way from being recognized by the business and financial men of this country as a profession.

When the practice of law became a profession throughout the several States, all practicing attorneys were admitted as such. This did not hurt the law profession. It must have a

starting place somewhere and at some time. The accounting game must some day begin at the bottom and become a recognized profession in toto. If 90% of the accountants today were admitted to practice as C. P. A.'s it would have no serious detrimental effect on the present C. P. A. certificate holders. This beginning point, would permit to practice only accountants who by this became C. P. A.'s. With a non-politic board provided, a long step would be taken toward bringing about a recognition of the profession. With the designation under the control of a few State C. P. A.'s who control the State Board, public accountants will continue to do the bulk of the accounting work in this country, and so long will new acts and new bills be presented to correct the existing conditions that are now in force. There seems to be no way for equitable adjustment between the State Boards. If the same thing is to continue in force as has existed for the past twenty years, it is time for the accountants other than those controlling the State Boards, to get together and have Congress enact a law, that will equalize the practice and place accountancy on a professional basis. The bill proposed by the National Association, seems to be the most feasible way for procuring what the real accountant wants. Whether the bill is to provide a C. P. A. Interstate law or National Interstate law or have any other name makes no material difference, neither does it make any difference whether it is under the control of the Department of Commerce or any other Federal Department so long as the examinations are under the control of the United States Civil Service Commission. If the coming Congress should create a Department of Education, and put the control of the Board of Accountancy under that department, with the examination under the control of the United States Civil Service Commission, an ideal combination would be effected and one that would be acceptable to the majority of accountants now in practice.

The writer is of the opinion that so long as three accountants in any one State try to control the balance of accountants in that State so long will professional accountancy remain a doubtful issue. Quoting from the report of the American Society of Certified Public Accountants at their

second annual meeting, the following appears: "The recommendation that the Secretary be instructed not to enroll, until further orders any holder of a Tennessee certificate granted under the recent amendment clause was concurred in." If Certified Public Accountants organizations are going to reject State granted C. P. A., then where or under what State must one be a C. P. A. to secure admission to this so-called American Society of Certified Public Accountants.

If the State Legislature of the State of Tennessee enacted a C. P. A. law that law should be the standard for Tennessee accountants until the law is amended or repealed. If Tennessee creates one standard, New York another standard and California another standard, each State making its own C. P. A.'s there should be reciprocity and the reciprocity should be accepted by the contesting States.

It is rumored that the A. I. A. will endeavor to get the Tennessee Board under its control. If this is the case the left-hand organization of the A. I. A., the American Society of Certified Public Accountants, will probably be compelled to accept the Tennessee C. P. A.'s as members. Most States prohibit the peddling out of State examinations to foreign corporations for grading, so it may be necessary for Tennessee accountants to use the injunction method to prohibit the grading of the Tennessee papers from going to some foreign corporation. It is further rumored that the A. I. A. will endeavor at this next session of Congress to try and have an act passed making it the official examination board. It behooves American Accountants to watch Congress closely or they may wake up and find themselves under the control of the British Chartered Accountants, with the A. I. A.'s as the Examination board. If a State or District that creates a C. P. A. law has not enough educated accountants to prepare an examination then such State or District should repeal that law or use the customary method, of referring the examination to the Federal Government. If it is the desire of the State Boards to have a uniform examination, then by all means should the examinations be conducted by some Federal Bureau and that Bureau should be the United States Civil Service Commission.

A perusal of the Secretary's report

at the annual meeting of the American Society of Certified Public Accountants did not show how the profession of accountancy could and should be advanced, but how can we put the National Association of Certified Public Accountants out of business. Thus: "The recommendation that State boards be requested to, as far as possible, place a copy of the decision of the Court of Appeals in the hands of each holder of a National Association certificate was agreed to with the further suggestion that in case any State board would not desire to send copies of the decisions to the members, the American Society should do so." To the members of the National Association receiving such circular or circulars, I would suggest that you write across the face of that circular, "I am a member of the National Association of Certified Public Accountants and you should join." Sign your name, then hand it to your neighboring accountant and instruct him how he can become a member of the National Association of Certified Public Accountants and be a National accountant. This will do more to increase the National enrollment than any other advertising matter that could be sent out. If you do not know to whom to send the circular send it to this office and we will send it out in a plain envelope. We are not afraid to have the merits or the demerits of the National Association constantly discussed. Our strength must eventually be established.

From information available there is presented in this issue a tabulated sheet showing the number of certificates issued by the various States, also, the membership list by States of the National, the A. I. A., and the American Society.

We are informed that the Florida State Board will hold an examination on the 15th and 16th of this month, and each applicant is required to deposit \$25.00 with his application for permission to take the examination.

The A. I. A. furnishes the questions for examination and passes upon the answers, so that in effect the A. I. A. and not the Florida Board determines whether these applicants shall receive a certificate.

Applicants failing to work out, to the satisfaction of the Corporation, the PUZZLES presented, will FORFEIT the \$25.00.

Mr. Accountant do you wonder why the State degree has become meaningless and worthless and in bad repute with the business and financial men of this country? Are the members of the State Board of Florida so illiterate they cannot prepare and hold their own State Examinations, if so, the law should be revoked. If the State Board cannot conduct an examination and grade its own papers, are they competent to transact the financial affairs of the Board? This part of the examination should be taken up with the Florida State's Attorney and the State Treasurer for investigation. It has been held, and is in the opinion of many who are versed in legal matters that delegating to an outside body the right to mark and grade examination questions exceeds the power of a State Board. It was so held in North Carolina.

Many professional accountants have visited the National's headquarters during the past month, but on account of lack of space we must omit mention in this issue.

In this issue you will note the portrait of Ex-President Warren G. Harding. The booklet referred to has been compiled by our worthy Secretary, Mr. C. P. Timmons. It is a work of art and well worth your consideration. Mr. Timmons has devoted much time and energy in compiling this book. The contents and portraits are all official and arranged in a very interesting manner, giving a short concise history of Mr. Harding's life and his activities. Mr. Timmons is a well known short story writer and with his intimate acquaintance with the former President, is in a position to present the matter in such a way as to be instructive to both young and old.

#### BOOK REVIEW

Receipt is acknowledged of a copy of D. Carroll Ellmore's new book entitled, "Audit Program and Speciman Audit," published by the Ellmore-Schaafs Company, Sheboygan, Wisconsin. The work has been reviewed and it is favorably commented on, as a real aid to practising accountants.

The Speciman Audit which comprises one of the two chief sections of the work, covers an every-day audit of a manufacturing concern

(Continued from page 2)

the business, financial and credit agencies of the country, and the public generally, have established as a standard of acceptable service; and from that point, elevate itself as a whole profession, the vanguard in touch with the rear guard, and all times both part of the main body. The profession as a profession cannot elevate itself above the standard set by business, by merely setting arbitrary standards for professional titles, as under these circumstances, such titles will only be professional ornaments without practical value.

With National Members striving to advance the profession there has been no attempt or desire to create antagonism against any organization as such, there is no attempt to create antagonism of accountant against accountant, and the only antagonism to create is against principles and methods and policies which are subversive to the profession as a profession. In other respects the policy of this Association since its organization has been to preach and promulgate the doctrine of "One for all, and all for one" within the profession of Accountancy.

There is no profession in the country today which approaches the Profession of Accountancy in the current existing condition of chaos, discord, disagreement and narrow-minded selfish objective within the profession. It is a painful thing to have to announce, but feel that it is necessary. If the profession is to maintain its existence as a profession and if it expects to continue to command public respect no matter how painful it may be, it is vitally necessary that the professional situation be visualized for what it actually is in order that those who are its members may come to their senses and to some constructive generally accepted and acceptable basis of understanding among themselves with which they may stand united before the public, not united by States, not united by Associations, or organizations, but united as a National profession. No organization, as full of internal strife and bickerings as is the profession of Accountancy, can hope to have the wide and important influence in the economic affairs of the nation that the profession of Accountancy should have while it is in its present condition of internal chaos. The principal common activity of the accountant, speaking in the general sense, is knocking other accountants, by States, by organizations and by individuals, which is WRONG-ALL WRONG.

Many have lost all sight of the fact that a discredited accountant is a discredited accountant, whether he be from Maine or California, and that we all share, being accountants ourselves, in the lessened public regard for the accountant generally, which is the net outcome of the individual discredit. Something must be done if we as Accountants are to retain our self-respect and the respect of others and the first thing to do is to realize the seriousness of the situation which through the National Association attempts to show here and by other articles published in the Bulletin; and then to make a professional resolution that, while we have our own opinions and stand on them, yet we will fight for the profession as a profession, and for professionals, as professionals and in charity, justice and with open mind, realizing that we may be wrong and others may be right, approach and thrash out professional questions, not in a spirit of animosity, as individuals, but as integral parts of a whole on the welfare of which is dependent the welfare of all individually."

This can be done by the enactment of a law by which all accountants may in justice recognize and support.

#### FROM A BUSINESS MAN WHO DOES THINGS IN A BIG WAY

National Association of C. P. A.

Gentlemen:

Your proposed Inter-state accountancy bill is of very great interest to me because of the fact that our concern has many branches and subsidiaries in many different states, and, it is desired, in fact necessary in some states, that we have men certify to our accounts who are recognized by the state authorities in which such branch is located.

In some cases we have members of your Association who make desired outside audits and this has helped to some degree to solve our inter-state accounting problem as we have found their work to be of a high degree of accuracy and the states where this condition obtains, have raised no question to certifications of accounts by your members.

While this solves a portion of our problem, it is felt that with the many

concerns analagous to our own who have widely distributed branches and subsidiaries, if an inter-state accounting law could be placed in operation, whereby an accountant who was trained and competent in the particular work desired of him, could be clothed with authority to move from one state to another just as federal officers do, it would fill a long felt want of business in general.

The way the matter now stands there are imaginary lines constituting state boundaries across which the accountant who has passed one state board may not move in the discharge of his duties unless he becomes licensed by the state board of the adjoining state, and we are informed, at a cost of about \$25.00 to obtain such additional certificate for each state in which he desires to practice; This works a serious disadvantage on commerce as it is not always possible to secure men at desired times to make audits and at same time find such men who are trained as would be possible if the same men might move unhampered in such inter-state accounting work, thus enabling the business executive to always feel morally certain of accountants being trained and possessed with the particular brand of knowledge that would enable him to "put it on paper," just the same as we send salesmen from one state to another to secure orders,—or our attorneys on legal missions wherever desired, and yet, the accountant is as often needed in inter-state practice as is the trained salesman who goes out and secures orders without fear of being stopped at some imaginary state line for additional license.

You may count upon our house to assist you in every way possible toward the enactment of such a law as you propose.

#### FROM A FLORIDA MEMBER

Permit me to compliment you upon your stand in regard to the Inter-state Accountancy question. The Bill as proposed, is certainly a masterpiece.

#### "AUDIT PROGRAM and SPECIMEN AUDIT"

A new book for practicing accountants  
by

D. Carroll Ellmore, A. B., M. C. S.

(Member, National Association of Certified Public Accountants)

Published by ELLMORE-SCHAAF'S COMPANY, Accountants,  
Sheboygan, Wisconsin.

The value of a **Standard Program**, in the handling of a staff, as a **time-saver** in conference with staff and in checking up their work, and, still more, as a means of **standardizing** the work of an office—viz., procedure in the field, working papers, Balance Sheets and other Exhibits, and text of Report—has been proved in practice by the author of this work.

The forms he has developed are now offered to the profession.

The complete work comprises an "Audit Program," with a "Specimen Audit" built around such Program. Intended for principals, for reference, and to be supplied to members of staffs.

The author advocates the following new practice, viz., the use and **consumption** of a copy of the Program with each audit, the Program Sheets to become a part of the working papers of the audit, with brief reports upon each item written directly upon such sheets. Accordingly "**consumption**" copies, of the "Audit Program" alone, are bound up separately, for quantity use.

A copy of the complete work will be sent on approval to any member of the National Association, returnable within seven days if not purchased.

Apply to Publishers.

from beginning to end. Its Balance Sheet and other Exhibits are drawn in forms approved by good practice, and will be instructive in any office. Also they may well be accepted as standard where standardizing is desired.

Turning to the other main section of the work, namely the Audit Program; the basic idea which underlies this program is that a Standard Program is a desirable thing, one worthy of adoption in any accounting office.

The Program itself consists of sheets of instructions, telling the accountant in charge of the audit, step by step, what he must do, and how to do it.

With a copy of this Standard Program in front of him, the office manager can very quickly instruct his accountant as to what features require special attention on any particular audit. Any paragraph, of the Program as printed, which is not in accord with the general practice of the office, or is not applicable to the audit under discussion, can be quickly cancelled or altered.

The program sheets deal successively with Cash, Notes Receivable, and so on, these main subjects corresponding with the Assets and Liabilities, in the order in which they appear in the Balance sheet. Each such main subject has its sub-titles, a paragraph for each. As an instance, the sub-titles for Notes Receivable are: "Agreeing Ledgers with Control Account", "Ages of Balance," "Asking Debtors to Verify", "Testing against this year's receipts", "Accounts of Employees, etc." "Sufficiency of Reserve", "Credit Balances in Debtors' Ledgers".

It is certainly, a novel idea to give the accountant a complete set of instructions, concisely expressed, and in small compass, which he can carry with him upon the job. This printed program, arranged as it is, makes the idea practicable.

A further feature, which we believe is very helpful is that; After each paragraph of instructions on the program Sheets, a space is left, for brief reports to be entered, direct upon the Program Sheets themselves.

The Accountant on the job, as he comes to each paragraph, either cancels it as inapplicable, or records below it, very briefly, what condition he has found, what amount of veri-

fiction he has done, and what action, if any he has taken; and whether the matter calls for further action, or for mention in Report.

In order that a minimum of labor in writing may be involved, alternative wordings are printed below each paragraph, so that, in many cases, the accountant will merely leave the wording which applies, and cancel all others. Thus the writing of the notes claims but little of his time, while supplying a full and valuable record. Even an Index to the Working Papers is provided, in blank, to save his time in writing an index, and, moreover, to standarize the sequence and numbering of Working Papers.

The system of reporting direct upon the instruction sheets naturally consumes a set of sheets with each audit, and which the publishers supply what they call "consumption" sets of the Program sheets, for use in addition to the original complete set of Program sheets which form part of the book itself.

Other valuable sections of the work consists of instructions as to the writing of the audit report itself. These instructions should aid the accountants in bringing uniformity into all the reports issued by any one office.

#### STANDARD COSTS FOR SHEET METAL WORKERS

By Alfred Baruch —New York City  
Published by U. P. C. Book Co., Inc.  
239 West 39th St., New York City

The book is based on lectures and contains practical suggestions given by owners of large and small shops who have successfully solved the problems of knowing what their business costs them.

It gives a complete course of instruction in the modern methods of developing and cutting patterns for sheet metal work. The principles underlying practically every problem that is likely to come up in the practice are clearly explained that no knowledge of arithmetic or drawing is needed to understand these essentials and to apply them in the development of patens by parallel line, concial or flaring, and irregular or triangulation systems.

It is a book for the small shop owner as well as for the large contractor. For the practical account-

(Continued on page 8)

#### TABULATION for COMPARISON

From the Nat. Asso. Secretarys report June 4, 1923.

From the A. I. A. Year Book, Dec. 14, 1922.

From the Amer. Soc. Secretarys report Sept. 13, 1923.

By States	C. P. A. Certificates issued by the states	National Association member- ship list	A. I. A. membership list	Amer. Society membership list
Alabama -----	40	15	3	2
Arizona -----	9	7	2	4
Arkansas -----	44	13	7	4
California -----	324	96	71	26
Colorado -----	114	13	21	8
Connecticut -----	134	63	10	7
Dist. of Col. -----	0	127	5	42
Delaware -----	12	4	2	1
Florida -----	21	29	9	1
Georgia -----	100	38	14	20
Idaho -----	28	6	0	2
Illinois -----	300	315	126	81
Indiana -----	489	29	4	11
Iowa -----	42	18	12	3
Kansas -----	16	12	0	3
Kentucky -----	54	3	14	5
Louisiana -----	221	20	17	11
Maine -----	51	7	3	3
Maryland -----	82	25	19	23
Massachusetts -----	292	94	102	33
Michigan -----	192	39	27	57
Minnesota -----	131	21	21	4
Mississippi -----	90	4	0	3
Missouri -----	148	54	38	3
Montana -----	42	5	9	8
Nebraska -----	30	8	3	4
Nevada -----	15	1	0	2
New Hampshire -----	342	3	0	1
New Jersey -----	191	175	24	20
New Mexico -----	3	2	0	0
New York -----	1,308	1,406	447	188
North Car. -----	204	17	3	21
North Dakota -----	15	1	1	0
Ohio -----	342	68	50	28
Oklahoma -----	155	31	3	26
Oregon -----	86	10	20	7
Penna. -----	312	125	112	55
Rhode Island -----	46	23	14	8
South Car. -----	47	8	0	11
South Dak. -----	5	3	0	2
Tenn. -----	55	38	21	12
Texas -----	143	75	23	14
Utah -----	28	1	3	0
Vermont -----	6	7	0	1
Virginia -----	47	59	15	11
Washington State -----	146	20	24	4
West Virginia -----	35	15	3	10
Wisconsin -----	183	35	12	27
Wyoming -----	23	10	0	1
Foreign -----	0	29	30	3
Totals -----	6,743	3,227	1,344	821



PICTORIAL MEMORIAL of WARREN G. HARDING

THE BOY—THE MAN—THE PRESIDENT

A LIFE STORY OF THE PRESIDENT IN PICTURES

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How he became a Journalist      An American in Life and in Death

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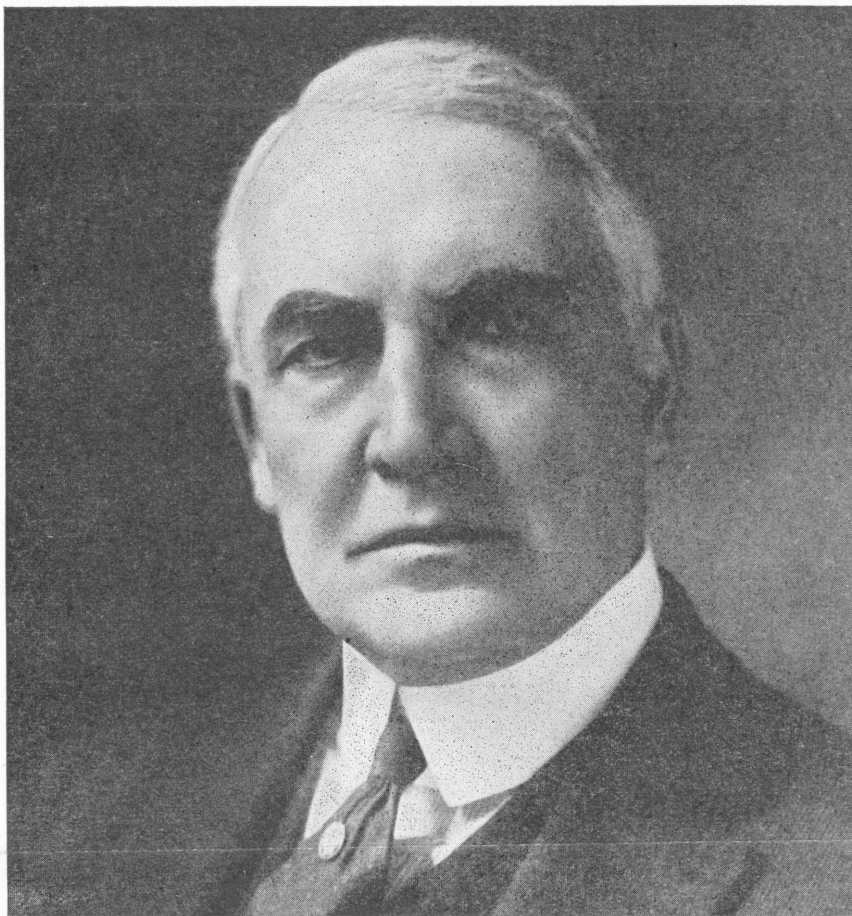
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Date\_\_\_\_\_

Gentlemen:

You will find enclosed \$\_\_\_\_\_for which please mail to me postpaid\_\_\_\_\_copies of your book entitled Pictorial Memorial of Warren G. Harding, compiled by C. P. Timmons.

Name \_\_\_\_\_

Street \_\_\_\_\_City \_\_\_\_\_State \_\_\_\_\_



(Continued from page 6)

ant who is making a study of costs, this book is well arranged being divided into three general subjects, a general discussion of cost keeping and its various problems, the general principals on which cost keeping for the metal trade must be based, the final step how cost keeping may be tied in with the general records so that the periodical financial statements will reflect faithfully the actual condition of the business. The book is further divided into chapters and after each chapter there is a set of questions pertaining to that chapter under the chapter of Labor wages the following questions appear.

1. Why are labor records so essential in contracting work?
2. What are the factors that make for differences in the labor cost of the same work?
3. What makes unit costs so difficult to obtain?
4. How can men be made to report their time?
5. Under what circumstances can high wages produce low costs?
6. Is labor a commodity?
7. What are the various methods for paying labor?
8. State the objections to the time basis.
9. State the objections to the unit basis.
10. How do incentives compromise between the two?
11. Why is the bonus scale always increased after a man has reached 100 per cent efficiency?
12. What is the advantage of the time bonus?
13. How can you establish unit costs by written reports?
14. Is the stop-watch time final in establishing the basis for unit costs?

#### WHO'S WHO IN WORLD TRADE

The International Bureau of Trade Extension of Washington, D. C., has issued its second edition of "WHO'S WHO IN WORLD TRADE." The book seems to fill a long felt need of authentic information on foreign as well as American firms.

The unique arrangement of each country in alphabetical order and in two languages—English and the language of that country, makes the book universal in its use—under each country is a selected list of producers, manufacturers, merchants and agents, arranged alphabetically and under their respective cities. The firms' name, address, cable, date established, character of business, and articles handled, are shown in detail. Symbols indicate capital, credit, etc.

The list of lawyers, chosen from recommendations of business men and banks of their respective cities, cover nearly every trade center of the world. Banks, steamship lines, freight forwarders and salesmen are also included under each country.

Additional features are a commodity index, a commodity translator in five languages, covering 1600 articles of commerce, and a glossary of foreign trade terms.

There can be no question as to the usefulness of this book for those already interested in foreign trade, and it would seem that every manufacturer would want it at hand as they would undoubtedly secure from its pages, with the minimum effort and cost, a few buyers or agents in various countries.

#### KADILLAC LINE OF ACCOUNTING SYSTEMS

By Gregory, Mayer & Thom Company,  
Detroit, Michigan

This line is designed to meet the needs of the average business which is not sufficiently large to require special forms to properly care for all the necessary records, however, the system is complete and can be adapted to any business, small or large, and will take care of the business as it grows. From the forms furnished by the publishers the accountant should be able to devise a system suitable for any line of accounting.

#### GETTING BUSINESS

Referring briefly to the paragraph in your last editorial (page 4 of October Bulletin) as to "How does the accountant get business?" I be-

lieve that our methods of advertising are as effective and ethical as any. We mail to every business house in our territory, periodically, a personal (multigraphed) letter designed to remove doubt as to the obligation of every tax payer to keep records necessary to establish the amount of gross income and deductions, credits and other information required by an income tax return. In this letter we quote from Section 1,300, 1307 and 1,308, Articles 1,711 (Aids to Collection of Tax); or a personal letter informing prospective clients of the weight which the individual responsibility feature carries with banks, credit agencies and investors; frequently, we mail neatly engraved cards with the compliments of the representative of our firm (who happens to be working in a remote place) to the business houses in that vicinity, offering his advice and assistance; then there may be a special letter to new firms, especially corporations and partnerships, outlining every phase of our work and containing an offer to assist them in their organization problems whether they be of a nature involving accounting or legal procedure. As a matter of fact, we aim to serve the business man in a manner similar to that in which the physician takes care of his bodily well-being, and our advertising matter makes this plain to him.

#### ANNOUNCEMENT

The Walton Audit Co., with headquarters in Lakeland, Florida, announce the opening, on November 1st, of a branch office in the Stovall Building, Tampa, Florida.—All members of the National Association visiting in Florida this winter, are cordially invited to call on them, or make their headquarters in their offices while in the State.

Mr. T. A. Roberts of Seattle, Washington, has taken into partnership Mr. David T. Nordin, and they have removed their offices from the Railway Exchange Building to 306 Mehlhorn Building.