

RECORD OF OBSERVATIONS
RELAY ASSEMBLY TEST ROOM
VOLUME I
January, 1932 - March, 1932

160 pages

1.22

Volume 1

Record of Observations

D. D. Davisson

January 23, 1932 to March 25, 1932

DON'T DISCLOSE IDENTITIES

From the beginning of these studies, the identities of the persons under study have been kept confidential. We look to you to carry on this trust. Please guard the privacy of the persons involved by substituting fictitious names, or code symbols for real names.

RECORD OF OBSERVATIONS

Relay Assembly Test Room
Recorded by: D. D. Davisson

Tuesday,
January 19, 1932.

Morning

9:00 to 9:25 Everyone seems to be working very hard and there is practically no conversation. 4, 5, and layout operator are not saying a word.

9:30

S.C: (To obs.) "3 hit a new high last week and that is the first new peak since Easter, 1930. That is almost two years ago. I think that the reason for it is due to the fact that when 5 was off sick around Christmas time, the clerk out here in the department made a mistake in figuring their percentage and forgot to include 5's day rate. Consequently, all of them were over paid about two and one half dollars. It may be because they are trying to make up for that two dollars and one half which is to be deducted from the pay they receive for last week that they are trying to make up for as much of that as possible. Of course I may be wrong, but we will be able to tell pretty well by the end of this week because if there is a slump, then everything will indicate that that is the reason why they worked so hard. 3 hit a new high and 5 has been improving right along. The other three did good, but did not hit new highs, but the work of 3 and 5 was sufficient to bring the total up to a new peak."

The "new high" complex.

S.C. \leftrightarrow T.R. +

"Any time I can help you out on anything, be sure and let me know because I do know something about the domestic life and so forth of the operators, and I have certain opinions of each of them. Of course you may disprove them, or they may be entirely different from any opinions you will get, but they might help."

Solicitors S.C.

S1 \leftrightarrow Obs.

9:40 "You know we are taking some new timings now since [redacted] was out here. We have to note the first and last relay recorded in each interval. I am having a devil of a time getting used to it. With J.C. it is different. He has to get the readings every half hour and he has gotten so used to it that it is almost automatic now. He will go ahead and work his head off and about two or three minutes before it is time to take the readings he looks up at the clock and then goes over and takes it."

S.C. \leftrightarrow [redacted]

D.D.D. 1-19-32 cont'd.

1: (To 2) "My mother, she."

2: "My mother, she! Out it out."

2 ← 1 -
Expression of 2's desire to
lead the group, to mother
it, or to dictate to it.
Symptoms of a wish to better
himself.

Conversation among the operators is beginning to pick up.
2 begins to sing.

- - - -

10:15

S.C: "Here is an interesting comment that may fit into your thinking. I don't know why it is these girls don't like to be interviewed. One of them came down last Friday and said to J.C., 'I am about ready to blow up.' (See rest of comment on History Sheet. Jan. 15) I don't know why they don't like to be interviewed unless it is because they hate to have their working routine disturbed. Several times I have heard them say, 'I have to go up for an interview now, and I felt like working, too.' They are paid their average earnings, but for some reason or other they feel like their routine is broken up. At least that is what I think. They always go when they are supposed to be interviewed, but they don't always want to. 5 said one time she didn't want to go up because she didn't have anything to say, but she went. Miss Rousseau and I were talking about it the other day and we decided that the reason why 2 makes such a fuss is because she just likes to put up a big show. Not only about interviewing, but about almost anything. They are all the same way. It is this group solidarity thing, I guess. Oh, yes. She also said last Friday that she didn't tell Miss Rousseau that she didn't want to be interviewed because I had told her that they liked to be interviewed. I think she must be afraid of hurting me. I don't know why. Then, too, maybe last week they were trying to make up for what they lost."

S.C. ← T.R. -
S.C. attempts
to rationalize
operators
attitude toward
interviewing.
antagonism toward
function split of
S.C.'s duties and
thus toward in-
terviewing.

- - - -

10:30 Conversation is lagging.

Afternoon

An Assistant Inspector who had been working in the test room all morning returned and worked all afternoon. She spoke occasionally to the inspector, but had nothing to do with anyone else in the test room. The Section Chief explained to me that she usually spends several half days a week helping the inspector keep up with the assemblers.

- - - -

D.D.D. 1-19-32 Cont'd.

1:30

J.C: (Measuring production tapes for 1927) "Gee, these tapes are screwy. Look at the personal time out on them. You can't tell what it is for, and the kid got paid more than I do now. Comparing his work and mine today I should be getting forty dollars a week."

J.C. ← work

- - - -

1:20 to 2:30 All operators continue to work rapidly. 3, 4, and 5 are particularly quiet. 1 and 2 talk occasionally but in monotone.

- - - -

2:35 During latter part of rest period, operators spend time getting parts ready preparatory to assembling first relay after the rest period ends.

- - - -

Section Chief started to open a window at someone's request. Another operator told him to close it. (He left it closed.)

S.C: (To obs.) "You will hear a lot of that in the next year. One of them will ask you something and another will ask just the opposite to see what you will do."

- - - -

2:45 The operators are beginning to relax. Talking and laughing grows louder, particularly between 1, 2, 3, and 4. 2 starts singing.

This breakdown of mental and physical tension occurs daily at this time.

- - - -

S.C: (When 3 started talking about her boy friend) "Does it make you feel romantic?" (This appears to be a standard expression of his in which he emphasizes the last syllable.)

3: "Shut up, you up there."

4: "What? To the boss?" (Satirically)

2: "How about what the boss said? That was just as bad. Oh, he always says that."

2, 3, & 4 are right leaders in condemning S.C.'s actions. 3 usually gains her point by being frank and outspoken. 2 & 4 by use of sarcastic attitude of contempt.

2 ↔ S.C. -

3 ↔ S.C. -

4 ↔ S.C. -

- - - -

D.D.D. 1-19-32 Cont'd.

3:00

S.C: "I am going to look up some material on relay schedules. Do you want to come along?"

S.C. is solicitous in seeking Observer's favor. He covers up antagonism toward Observer's job in this way.

Obs: "I don't know. Exactly what are you going to do?"

S.C: "Oh, I just have to go around to several departments and talk to some fellows. Don't let me interfere with your schedule. I thought you might like to take a walk."

Obs: "I think maybe I had better finish what I am doing here first."

("Why does he want me to accompany him?")

- - - -

3:05 Miss Rousseau calls on telephone and asks Junior Clerk who answers to send 3 to her.

J.C: "Your girl friend just called."

3: "Which one?"

J.C: "Miss Rousseau. What do you call her, Immy?"

2: "No, she is too nice to be called that."

2 ↔ J.C. - an inconsistency in 2's attitude toward interviewing as expressed before the group.

3 spends a couple of minutes primping.

2: "What are you powdering up for?" (Couldn't hear the answer)

Phone rings five minutes later.

3: (Leaving) "Is that her again?"

Obs: "No."

- - - -

2: "Junior Clerk, are you hungry?"

J.C: "Not very."

2: "Not just a little bit?"

J.C: "Well, I guess so. (To obs.) That is one thing about this place. You can't starve to death."

2 ↔ J.C. It has been said that 2 and J.C. are not on friendly terms because they come from different parts of Italy. Not in accord with this conversation.

- - - -

D.D.D. 1-19-32 Cont'd.

3:15 to 4:00 Another silent period.

- - - -

4:17 Phone rings.

2: "If that is Miss Rousseau, I can't come down."

2 ↔ 2st.
significant that this
was said after other
operators had left when
2 could not "play up" to
Thomas mentioned on Page
2-10:15 comment.

RECORD OF OBSERVATIONS

Relay Assembly Test Room
Recorded by: D. D. Davisson

Wednesday.
January 20, 1932.

Morning

S.C: "You can look for some comments today. I told the girls this morning that every fourth Monday they would be off beginning next week. Of course they may not say anything about it. They haven't said very much yet because they have heard through the girls out here in the department that they would be off every fourth Monday. They were notified several days ago. Then this afternoon they go over to the hospital for an examination around three o'clock. You might get some comments on that."

*a Test Room
tradition - typical
observation
conforming to a
definite pattern.*

- - - -

9:30 Department Chief dropped in to get some blue prints used in the illumination study.

- - - -

As the operators returned:

"There is a social demonstration of some sort for you. I never noticed it before either. 5 just put the tea balls in everyone's hot water for them, even in 2's. That is unusual."

- - - -

D.C: "Look at these damn blue prints. I wish I had a home out west some place so I could use them for wallpaper and thumb my nose at them every morning."

D.C. ↔ T.R.

- - - -

5, layout operator, and inspector are eating together. 2, 3, 4, with 1 sometimes chiming in, seemed to do a great deal of talking immediately after rest period.

- - - -

D.D.D. 1-20-32 Cont'd.

11:30

3: (To 1) "I don't think I can go with you to the bank this noon."

1: "Why?"

3 ↔ 2nd.

I couldn't hear the answer. The real reason why she couldn't go, however, was because she planned to meet Miss Rousseau during the lunch hour.

- - - - -
Afternoon

2, 3, and 4 are joking with the Section Chief about the coffee and cake they are going to have when they get to the hospital.

*Infantile attitude
toward removal of
a Test Room
privilege.*

This privilege was taken away about a month ago, but they still talk about it.

S.C: "You can't beat them. They are a great bunch of kids. I am going to send them over to the hospital a little bit early today. They usually go at three o'clock, but I think I will start them over during their rest period because on the last visit 5 was held over 4:15."

*group ↔ T.R.
S.C ↔ group*

2: (To obs. as group left for hospital) "Now you can study in peace without us to bother you."

*2 ↔ Obs +
Operator unaware
of Obs's duties.*

RECORD OF OBSERVATIONS

Relay Assembly Test Room
Recorded by: D. D. Davison

Thursday.
January 21, 1932.

Morning

9:35 5 is the first to return and again puts tea bags in hot water for other operators. 5, layout operator, and inspector sit together side by side while eating sandwiches.

5 ↔ group

1, 2, 3, and 4 particularly always seem more talkative after rest periods. Others in the test room seem to be more alert, but volume of conversation does not increase. A minute before rest period ends, 2 runs back to bench in order to be ready to work when period ends. We wonder what is responsible for this - pressure of the group, habit, or some individual incentive.

10:30

S.C: "Are you getting your study pretty well lined up? Are you getting what you want?"

S.C. attempts to
secure information
indirectly.

Obs: "I am not quite certain what I want yet."

S.C. "Well, it is a tough job all right."

11:00 Assistant Inspector arrives.

Afternoon

1:25 Assistant Inspector spends several minutes talking to 2.

From the beginning I have often caught the Inspector watching me. Apparently her job does not require a great deal of fixed attention because she often looks up from her work.

Behavior not
prompted by
curiosity.
Is 1 ↔ obs.

D.D.D. 1-21-32 Cont'd.

2:20 Assistant Inspector talks to 4 for a few moments.

- - - -

S.C: "They made another mistake in the girls' pay this week and over paid them again. Altogether now they have been over paid about five dollars. I have arranged it so that a little bit will be taken from their pay each week until the middle of February. It won't hurt quite as much as though it were all taken out at once. When the Payroll makes a mistake like that, they are only too glad to work with you on it."

S.C. ↔ gap

- - - -

2:30 Assistant Inspector leaves the test room for the day.

- - - -

S.C: (Playfully rocking chair against 3 as she drinks from water fountain during rest period) "Oh, pardon me."

Test Room
familiarity.

3: "All right, monkey."

3 ↔ S.C.

S.C: (To obs.) "You are new yet. I'll bet they won't call you monkey for two more months."

group ↔ S.C.
reflected in this.

This seems to be a name thrust upon anyone who spends a great deal of time in the test room, including the various operators. D.C., S.C., and J.C. are often so titled.

- - - -

2 makes some humorous but sarcastic remark.

1: "Wasn't that a wise one?"

3: "Yeah. That is one for your book."

2: "You'll have your book full of Operator No. 2 just like someone else I know. Whatever Operator No. 1 says or Operator No. 3 says they put down for Operator No. 2."

Contempt for
History Slits
expressed. Antagonism
toward Test Room
technique and
supervision.

3: "Maybe they think she is the only one who talks."

{ 2 ↔ T.R.
3 ↔ T.R.

2: "It would seem so."

- - - -

D.D.D. 1-21-32 Cont'd.

3:05

S.C: (To 4) "Miss Rousseau wishes to interview you."

4: "Right away?"

S.C: "Right away."

4 says no more but continues to work rapidly for about seven minutes longer.

This is done by all operators to give interview an opportunity to get to Conference room before they do. May also be an effort to offset interview time, thus maintaining prestige with rest of group.

There are symptoms of the layout operator acting as an intermediary between two groups in the test room, the one consisting of Operators 1, 2, 3, and 4 and the other of Operator 5 and the inspector. An indication of this appeared when she relayed some humorous stories told in the first group to the second. Operator 5 and Inspector laugh heartily at the story.

*group solidarity maintained by L.O.
L.O. ↔ group*

S.C: "They certainly are changing our routine. A lot of records are being cut out, but somehow or other I hate to do that. My contention has always been that the more records we have which are related to the test, the better, even though you may not use them for a long time. For instance, we are going to cut out the weather report. Things like that, if we ever want them in the future, we won't be able to get them."

*Test Room traditions
Recordman's
antagonism toward new order.*

RECORD OF OBSERVATIONS

Relay Assembly Test Room
Recorded by: D. D. Davisson

Friday.
January 22, 1932.

Morning

9:30

Obs: (To S.C.) "You spoke of this inspector who sometimes works here as an assistant inspector. Is there such a title as an assistant inspector?"

*Introducing
Inspector 3.*

S.C: "No, she's really an inspector too. I merely said that because she helps a regular inspector out sometimes. There is another girl who works here sometimes too. She is a great friend of 2's. They go home together every night. You have seen her. The girl I call Red. She used to work in here."

2 ↔ 5A

Obs: "When 5 was sick?"

S.C: "Yes, she isn't the same as 2 and she never held it against 5 for coming back to work and taking the place away from her again. Of course she doesn't know 5 because 5 was absent while she was here. Red is an easy going kid." (Will designate this inspector as No. 3 hereafter, the one whom I formerly called Assistant Inspector as Inspector No. 2 and the regular inspector as Inspector No. 1.)

*2 ↔ 5
5A ↔ 5*

- - - -

9:35 5 repeats the custom of placing tea balls in hot water for other operators. Except when she fails to do this hereafter, it will not be noted in the observation.

Inspector 1 spends period standing near Operator 1's position looking through a magazine owned by 1. 5 and layout operator eat together again.

5 ↔ L.O.

- - - -

10:00

S.C: "Have you seen the change in our organization?"

Obs: "No."

S.C: "I wouldn't say anything about it to anybody yet. I don't think it has been approved. Here it is. (S.C. outlined same.) It sounds pretty good to me. The thing I was primarily interested in was what my rating was going to be. It is practically the same thing it was before. The girls will still report to me indirectly as they have and so will J.C. for a while anyway. That sure puts us in a high rated organization. There's no question about that."

*S.C.'s desire for
authority
satisfied.*

S.C. ↔ work

- - - -

D.D.D. 1-22-32 Cont'd.

10:30 Two electricians enter the room to install some overhead bulbs. Apparently they were acquainted here having made repairs in the past.

attitude of many employees toward Test Room expressed frankly antagonistic.

Electrician: "(To S.C.) Who will we charge this to?"

S.C: "(Jokingly) 6329."

Electrician: (After sparring several moments to get the department number) "Come on. Who will I charge it to? What is your number anyway? Some development department. You fellows have plenty of money anyway, more than the rest of the Plant put together."

all W.E. ← T.R. -

S.C: "They are getting pretty tight though. We have to make our own repairs and sweep under our own desks."

Electrician: "That is good for you. You only sit around here doing nothing anyway."

Second Electrician: (Changing bulb) "I don't see why they need shades on these lights." (There seemed to be a suggestion of antagonism here toward the test room.)

Second Electrician: "Are they still serving tea in here?"

S.C: "Yes, you fellows are about a half an hour late."

Second Electrician: "That isn't right. They ought to do the same thing for everyone. Why should one get the meat and the rest the soup. I am not talking for myself, but there are other people in the Plant. I think if you are going to give tea to some people you should give it to all of them."

S.C: "Yeah, but these girls work hard all day doing the same thing over and over again, not like you fellows running around and reading the papers, etc." (Nodding toward first electrician who was reading the morning newspaper.)

Second Electrician: "Well, it isn't right."

S.C: "Maybe they will some day. Look at rest periods. They started in here." (Discussion of rest periods follows in which second electrician claimed all should have rest periods if one had them. Further antagonism between the electrician and test room seemed evident here. Must note in the future if other outsiders have same attitude.)

D.D.D. 1-22-32 Cont'd.

Before leaving, the first electrician stood leaning over 2's position joking with her.

Operator's recent interruption of work routine.

3: "Hey, you are in my way."

- - - -

S.C: (After the electricians left the test room) "How will you analyze that? I have been making a note of these things this week because after this week I will not be keeping the History Sheets any longer. I did it this week so you would have a chance to become acclimated. Are you interested in everyone who comes in the test room - truckers, production men, etc.?"

S.C. probably more interested in Operator's results than in giving assistance

Obs: "Usually."

S.C. ← Obs. -

S.C: "We never did except where something like this happens with the outsider talking to the operators. I guess you will be doing just about the same thing that we have been doing. Any time you aren't here and anything happens, we will be sure to let you know like when somebody comes and has something to do with the operators."

S.C. upholds History Sheet. Refuses to believe that Operator performs a function very different from his former method

- - - -

J.C: "Well, they made 123.5 yesterday."

S.C: "Not quite a new high. I think they went higher just once before, 124 something. Now I wonder whether that is due to a New Year's resolution or what?"

*"New high" complex
S.C. ← T.R.*

J.C: "I don't know. To me it seems like they just made up their mind to go ahead and work hard and turn out a lot and they did."

S.C: "It sure does seem like there is some relationship between the volume of conversation and production. Now there has been considerably less conversation this week."

J.C: "4 made 500 relays yesterday and that's including an hour and four minutes interview time. A full day's work and taking over an hour off."

S.C: "4 said a week ago last Monday when they had had a good day, 'Let's keep it up now that we have a good start.'"

J.C: (To Operators) "Well, you made 123.5 yesterday." (The races of all six almost simultaneously broke into broad grins.)

- - - -

D.D.D. 1-22-32 Cont'd.

2 has persuaded 4 to go skating with her Sunday night.

2 ↔ 4 +

4: "That isn't a bad idea, 2, we will have all the next day to recuperate."

- - - -

11:25 The trucker, an elderly man, entered. He stands behind 5 and appears to be singing very softly in her ear. 5 blushes and laughs profusely. Inspector and layout operator are also laughing.

4: "Serenading her, huh?"

- - - -

Afternoon

1:15 The entire group was in a very hilarious mood as I entered. S.C. was out to lunch. 3 started her peculiar laugh. 2 imitated her almost to perfection. Entire group now laughing, even 5 who had some comment to make.

3 ↔ group +

4: "How do you expect me to make anything today when I am shaking like this?"

4 ↔ work

- - - -

1:50 2, 3, and 4 are arguing with J.C. to open a window. 1 is objecting.

2: (To 3) "Come on now. Concentrate." (3 soon starts in working rapidly as do the others.) J.C. is sad today. I know why, he is going to miss us Monday." (Others laughed)

1 ↔ 3 work

4: "Well, he can look at our pictures if he wants to."

2: "Look out. Here is the boss. Let's pick on him."

4: "You leave him alone. He's been picked on too much."

3: "We need air."

2: "She needs exercise."

3: "The boss is here now. We don't need air."

2: "Yeah, he will give us plenty of hot air."

4: "Mr. Boss, can we have some air."

D.D.D. 1-22-32 Cont'd.

Section Chief doesn't open the window.

1: "Don't open it."

2: "Give her some gloves, [REDACTED]"

4: "I am not going to stick up for you any more if you don't give us some air." (J.C. opens all the windows)

2: "That isn't fresh air, that is cold air."

- - - -

3:15 Former Department Chief of 6329 enters test room and seems to take quite an interest in the girls. Also, he watches their movements closely as though he had been baffled for many months and was still looking for a reason. He was careful to talk to each operator. As he was leaving, S.C.2 entered the room. S.C.2 and the ex-Department Chief talked together for a while with the layout operator and then both left together.

- - - -

4:08 The girls all seem tired and anxious to leave. They began putting on their hats and coats at this time. About 4:13 they open the door of the test room and stood there waiting for the whistle to blow.

S.C: (Later) "I will have to put a stop to that. I have never known them to do that before although they have always waited inside the door. Next week if they do it again, I will tell them that I don't think it is the right thing to do. That's the way we have always told them when we have had to stop something."

S.C. ← group
discipline

1-30

RECORD OF OBSERVATIONS

Relay Assembly Test Room
Recorded by: D. D. Davisson

Tuesday.
January 26, 1932.

Morning

The atmosphere in the test room seems very strained today. Physical and mental fatigue was quite evident from the beginning of the day to the end. Yesterday the operators did not work and judging from the general run of conversation during the day, they had had a very busy week-end. 2 was particularly irritable and had little to do with any of the other operators.

- - - -

J.C: (Sitting at his desk staring into space) "I am getting a taste of what I'll be doing a whole lot before long."

Obs: "What is that?"

J.C. ↔ T.R.

J.C: "Nothing to do. I don't think this job will last much longer. I think I will be getting a new job. I hope so."

Obs: "You do?"

J.C: "Yes. I hate to sit around like this. I feel kind of guilty, although maybe the amount of work I am doing now is just about right for the money I am getting. This job has kept me awfully busy with all these various records. I never minded it. I would like an office job."

Obs: "What do you mean by an office job?"

J.C: "I would like to do some statistical work. This job takes too much intelligence. (Sarcastically) You have to think too much on this job, you know. Do you remember the power consumption job? I got all the figures together for that. Moore and Wright drew up charts and analyzed them, I guess. I would like to stay in this division, but I don't think there is much chance."

- - - -

10:40 2 sings for several moments. This was about the last seen or heard of her good disposition for the remainder of the day.

D.D.D. 1-26-32 Cont'd.

10:45

2: (To 4) "You get me so peeved today." (4 had been contradicting 2 on every possible occasion.)

2 ↔ 4 -

For a short time the air was blue with such expressions as, 'Shut up,' 'Shut your face,' 'Button up your lips' all of which flew back and forth between 1, 2, 3, and 4. They were all uttered humorously, but there seemed to be a temporary note of sincerity underneath.

- - - -

10:50 Inspector No. 2 enters the test room and talks to 2 until 11:05 before commencing to work. She remains for the rest of the day.

- - - -

10:55 4 and 5 are talking about some singers they had heard, with Inspector No. 1 chiming in occasionally.

- - - -

11:15 Tying loose ends together we learn that 2 and 4 went to a dance Sunday night. They spend some time reviewing events while 3 in between them says nothing.

2 ↔ 4 +

- - - -

Afternoon

There was very little talking or grouping together during rest period.

2 ↔ group

2:40

2: "I am mad at all of you."

3: "Not me?"

4: "At me, though."

2: "And how yet. You and 1 and J.C."

J.C: "What did I do?"

2: "What you said this morning?"

J.C: "What? Just because I said you look like an old battle ax."

- - - -

D.D.D. 1-26-32 Cont'd.

██████████ paid a farewell visit to the test room. She spent most of the ten or fifteen minutes she was in the room talking to 2.

3:45

4: (As ██████████ left the room) "And so goes another friend out of our lives."

- - - -

5 is the first to put on her hat and coat and is the first in line at the door waiting for the whistle to blow. This is repeated every night.

RECORD OF OBSERVATIONS

Relay Assembly Test Room
Recorded by: D. D. Davisson

Wednesday.
January 27, 1932.

Morning

9:00 Paymen enter test room. 5 is first in line. One of the men made some good natured remark to 2.

2: "Shut your face." (Evidently she is still perturbed about something.)

- - - -

Obviously conversation is carried on in two tones or on two different levels. The first is used by one operator to talk to another who is not at an adjacent position, i.e., 1 to 3, 4 to 2, etc. Usually it is carried on in quite loud tones, sometimes even becoming boisterous. It seems that in most cases it is intended that everyone in the test room shall hear this conversation in its entirety. Seldom is it of a serious nature. Once started, it will often last a long time because the others welcome any opportunity to be satirical or facetious. 5, layout operator and Inspector No. 1 are mere by standers who contribute little but laugh a great deal at what the other four say.

group → I.R. -

The second level of conversation is hardly audible because it is muffled by the noise of the department and the automatic screw drivers used by the operators. Furthermore, the cardboard boxes containing coils and set up at a sharp angle in front of each operator act as sound boards throwing the voices back. On top of that, this level of conversation is usually of a more serious intimate nature. Consequently is well controlled by the operators.

- - - -

9:35 Layout operator brought in a cake today. Inspector No. 1 brought some of it up to J.C., S.C., and obs. It was received with many ooh's and ah's by the people in the test room.

L.O. → group

- - - -

9:45 The operators joked with S.C. about inviting them to his home and about his son.

3: (In the presence of S.C.) "His father is a big shot. Whenever anybody comes in here, S.C. ishmmph..... (throwing out chest) a big shot. He is all important when any-

group → S.C.

D.D.D. 1-27-32 Cont'd.

body comes in, except [REDACTED] Then he runs out the other door."
(Other operators laugh)

- - - -

9:50 1 talks to 4 for about ten minutes. The subject of conversation being concerned with movie actors, 2 begins to participate in the conversation. 3's shrill laugh breaks out for the first time in several days.

- - - -

10:30

D.C: (Looking over old charts. Points to a note at the end of one curve which says, 'Operator No. 1 interviewed by D.C.) "That is the beginning of interviewing."

"Here is another curve showing a decided rise or increase in production when a group of operators out in the regular department were given a pay incentive for a period of about fifteen weeks. See the rise here and then the drop when this incentive was taken away. Don't tell me that pay incentives aren't a factor in production."

D.C. ↔ T.R.

- - - -

10:45 1 and 3 start talking rather loudly about [REDACTED] 2 attempts to hush them. (I recall now that this is not the first time she has tried to silence other operators apparently for fear they will say toomuch.)

- - - -

J.C: "They made 110 yesterday."

S.C: "That is better than I thought. They were pretty slow in the morning. At least it looked that way. (To obs.) Did they talk quite a bit yesterday?"

Obs: "Not much."

- - - -

Afternoon

3:30

Obs: (Pointing to a part used in the assembly or relays) "What is the name for these?"

D.D.D. 1-27-32 Cont'd.

J.C: "Those are coils. There are different types, of course. (Imitating someone) They make a very interesting study. Each has its own characteristic. Each is a psychological study in itself. (Laughing and looking to observer for approval.) How's that?"

2:40

J.C: "These girls sure kid a guy. It burns you up sometimes, but you have to take it."

3:00 1, 2, 3, and 4 start talking about reading lamps. From reading lamps the conversation turns to street lamps.

3: "Inspector 1 should have a street light in front of her house. Is it dark there?"

2: "The worst of it is, nobody ever takes her home."

4: "I always take my boy friend down the alley when we go home. It is darker there." (laughing).

3: "Oh, it is too dark there. You can't see."

5 and layout operator laugh.

3:30

2: "I'll bet we go below one hundred today."

2 ← → work

4: "Will you go to a dance with me Sunday, 1?"

1: "Sure."

4 ← → 1 +

4: "It's going to be free."

1, 2, 3 and 4 laugh heartily. (The significance of this laughter was not evident.)

RECORD OF OBSERVATIONS

Relay Assembly Test Room
Recorded by: D. D. Davisson

Thursday.
January 28, 1932.

Morning

8:50

S.C: (As trucker left the test room) "Did it ever occur to you that there are jobs around this Plant for an old man like that? His legs are so weak and shaky that he can hardly push that truck. You've seen him move that little truck around. Why it takes him all over the place. You'd think they would have an old fellow like that on a job sorting piece parts or something easy. Of course I don't know his whole situation. They may have offered him something like that and he may have told them to go to hell. Maybe he wanted to be a trucker.

"By the way, did you know that several of the operators went out to White City over the week-end? At least two of them. (2 and 4)

"I have some news to impart to the girls this morning. You can watch for comments on it. Instead of being off every fourth Monday, they will be off every other Monday beginning week after next. You ought to get some sort of a reaction."

- - - -

Operators are exceptionally quiet following this rest period. 5 prepares parts for assembly during rest period today.

- - - -

Afternoon

1:15 Operators seem more cheerful this afternoon. After a lapse of several days, 3's very shrill, hysterical laugh is heard again. 1 and 2 imitate it.

- - - -

J.C. has been urging the observer to attend some musical concert to be held in Germania Hall a week from Sunday. I don't know whether or not J.C. is taking a part in this concert. Today he offered an additional incentive, saying, 'If you go to this party a week from Sunday, I will arrange it with some friends of mine who are playing in the orchestra so that you can go to a party they are throwing. I don't

J.C. ↔ Obs

D.D.D. 1-28-32 Cont'd.

think I could make it myself or I would because it is going to be held at this one fellow's apartment up on the north side. By the time the party was over and I got home, it would be about three o'clock. Boy! And what women there'll be at that party. They'll do anything!"

- - - -

2:15 S.C. told operators about taking every other Monday off. Immediate reaction by all concerned was a dull silence. Nothing was said about it and a few moments later the regular everyday conversation was resumed.

S.C: (To obs.) "I was rather surprised that the girls didn't comment. You'd expect them to say, 'Well, when is this depression going to end, 'or 'what next?'"

- - - -

3:00

2: "Let's make our own sandwiches tomorrow. 3 can bring down some of that nice whole wheat bread, and I'll bring down some jam and 1 can bring the peanut butter." (The others agreed that this would be a good idea.)

- - - -

3:30

3: (As S.C. was opening the window) "Open it wide. (After window was open) That's it. You are a good boss."

- - - -

1 was the last operator to leave the bench today. She worked until about four thirteen.

RECORD OF OBSERVATIONS

Relay Assembly Test Room
Recorded by: D. D. Davisson

Friday.
January 29, 1932.

Morning

8:40

S.C: "The topic of conversation so far this morning has been the Japanese situation, mostly at the expense of production. They saw the big headlines on the paper this morning about the United States four warships over there. 2 is naturally interested because she has three brothers out of work now and all of them are of age. 4 has a boy friend in the navy who would be called at once if war was declared, so she is concerned about it, too.

- - - -

8:50 Inspector 2 enters the test room.

- - - -

9:25 Each day at this time, two waitresses from the restaurant enter the test room with clean cups, tea pots, tea bags and hot water. These they arrange at each position while the operators are out of the room. They are very cheerful and enjoy this particular routine, but while in the room have little or nothing to do with anyone. On occasions Inspector 1 talks with them.

- - - -

9:30 Inspector 2 leaves the test room for the day.

- - - -

9:35 In accordance with yesterday's plan, 1, 2 and 3 bring out a loaf of bread, a jar of jam and a jar of peanut butter. 1, 2, 3 and 4 share it. As far as could be determined, 5 was not invited to partake of these refreshments.

- - - -

J.C: "I saw D.C. at the opera last night, rather he saw me first. I was standing there talking with my mother and some friends or hers."

S.C: "He wasn't there because he wanted to be there. He would rather go to a dog fight any day than an opera."

J.C: "Which do you prefer, opera, the stage or sports?"

Some discussion followed in which we learned that J.C.'s preference is the opera first, although he is interested in athletics, whereas S.C. is primarily interested in the latter.

- - - -

D.D.D. 1-29-32 Cont'd.

9:45 2 calls Inspector over for some bread and jam.

- - - -

9:50

2: "Hey, you guys, if you want some bread and jam, you will have to fix it yourselves."

S.C. and obs. go over to 2's position and help themselves.

2: [REDACTED] are you going to war?"

Obs: "Sure, I am going to join the Salvation Army and hand out doughnuts."

S.C: "He's a real warrior."

2: "I'll say he is."

S.C: (To obs.) "Well, I am glad I came to the party. That's something they don't get upstairs. They used to do this quite often, but got tired of it. One operator always had to buy the peanut butter, etc."

- - - -

10:55 to 11:05 1, 2, 3 and 4 again talking about the war. This time the subject is treated lightly. They joke about becoming nurses and leaving their "shicks" behind.

- - - -

11:40

5: (To 3 after 3 had made some comment about losing weight) "You ought to drink lots of water. That will make you fat."

3: "I can't. I would hate to have it rattling around inside of me anyway. I will get fat all right. I gained two pounds in a week. I eat raw eggs."

- - - -

Afternoon

S.C. leaves at 1:45 and doesn't return until 2:55. This seems to be a signal for much hilarity among the operators. At times during this period they become quite boisterous. Never is the conversation of a serious nature.

- - - -

D.D.D. 1-29-32 Cont'd.

2:00 1, 2, 3 and 4 have been talking about calling each other on the phone.

4: "1 is the only one who never calls up."

1: "Why should I call up. What would I talk about?"

4: "When I haven't anything to do, I call up everyone I know. Never mind the bill."

1: "I called you up once last year. (In disgusted tone) Oh, you girls are nuts. For goodness sakes!"

The operators continue to talk back to her.

1: "Oh, shut up girls. Turn the radio off."

4: "Sing the song you sung yesterday, 1."

1: "Shut up, 4, you sing it. I'll call you up tonight and sing it." (laughing, and in a better humor)

.....

2: "I am so glad I am not seeing 4 this week end."

4: "So am I."

2: "I'll call you up and if you have a date I'll come over and take him away from you." (laughing) Oh, I guess he would be too young for me anyway."

4: "He is old enough to be your father.....Did you see the stars the other night?"

3: "No, I didn't see the stars, I saw the moon."

4: "The moon wasn't up." 3: "You and your stars. I hope you fall in a bucket of mud some day while you are looking up in the sky."

All operators laughed including 5. 3 makes some more remarks similar to the last one and 5 continues to laugh very hard, becoming red in the face. This is unusual although 5 is always particularly amused by 3.

3 makes some remark about leaving the operators and going up to the desk to sit with me. As I looked up suddenly, she laughed shrilly and her head disappeared behind a box of coils.

D.D.D. 1-29-32 Cont'd.

2: "Why pick on that little fellow? He isn't very big, you know."

- - - -

It is significant that the operators apparently have agreed to take their time working this afternoon.

- - - -

2:40

1: "Let's have some more fun and pick on 2."

4: "All right. Let's have some more fun. How will we do it?"

2: "Let's pick on 3."

3: "Shut up. If you knew how far I was behind."

2: "Oh, forget about it."

3: (Sarcastically) "I can't. No matter how hard I try, I can't forget about it."

- - - -

2:54 S.C.2 and a production tracer come in to tell layout operator about some change in routine. One of them picks up the clock.

3: (As S.C. enters) "Hey, boss, come here. These guys stole our clock."

- - - -

3:00 Tracer takes a drink from drinking fountain.

Tracer: "Pooh, that water is warm. What do you serve these girls, beer?"

S.C.2: "No, tea."

There seemed to be an underlying note of contempt or some form of antagonism in this remark.

Tracer: "Where is the fellow who used to be in charge - the short fellow?"

D.D.D. 1-29-32 Cont'd.

S.C: "Oh, you mean D.C. He is up there."

Tracer: "Didn't this job used to report direct to [REDACTED]"

S.C: "Yes, it used to, but not now."

Tracer: "I thought so. I know it used to when I ran this job. (Meaning when he was tracing relays) How long is this job going to last?"

S.C: "Oh, I don't know. It has been estimated seven or eight years."

S.C.2: "In the meantime it makes a nice job for you."

The operators appear somewhat subdued. I wonder whether this is caused by the presence of S.C. or by the visitors who stayed ten or fifteen minutes. From about 3:05 on they are very quiet compared to the hilarious mood they were in earlier in the afternoon.

4:15

S.C: (To 2) "Going to the Aragon Saturday night?"

2: "No, I am going to another dance."

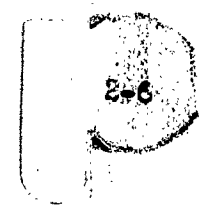
S.C: "The Melody Mill. I guessed it. I know I did."

2: "No, you didn't. (Shows him ticket to some club dance) I am going to be escorted, too."

S.C: "Can I put that down in history?"

2: "No."

S.C: "Well, have a good time. (To obs.) Well, I guess that is where she is going, all right. The ticket was printed for tomorrow night." (S.C. said this as though he had uncovered a precious bit of information for the obs. He appeared to be trying to demonstrate some sort of technique.)



RECORD OF OBSERVATIONS

Relay Assembly Test Room
 Recorded by: D. D. Davisson

Monday.
 February 1, 1932.

Morning

Inspector 2 is working in the test room today.

9:00

S.C: (Opening windows) "O.K. Jen, if I open the windows a little bit? (To obs.) She says she is going to catch the flu this morning. I had all the windows open a little bit earlier and she said she felt like she was catching cold. She brought in a picture of her nieces this morning. She passed it down the line and over to Inspector 2. It took a lot of time and the output dropped about 20% I guess."

- - - -

9:45

D.C. enters, addresses Inspector, Layout Operator and leaves.

- - - -

9:50

1: "I almost froze last night."

2: "In bed?"

1: "Yes."

Ins. 1: "I will bring you something to fix it up."

1: "Onions?"

Ins. 1: "No."

1: "Spinach?"

Ins. 1: "No, something sweet."

4: "It must be garlic."

S.C: (To 2) "You sure look bad this morning."

2: "That's the way I feel."

D.D.D. 2-1-32 Cont'd.

S.C: "You look like you've lost your best friend."

2: "Maybe it is because I lost thirty cents last night."

S.C: "Gambling?"

2: "Sure, of course."

S.C: "What were you playing, poker?"

2: "Yeah, strip poker. That's why I am catching the flu. No, we played 'Coo Koo.'.....Well, I hope the whole gang catches it. It isn't fair for only one girl to have the flu."

S.C: "Then if I get it, we will all stay home tomorrow."

3: "I am not going to. I will wear my garlic tomorrow."

4: "I am surprised I doesn't carry garlic."

1: "You let I alone."

3: "I wouldn't keep anything from you."

4: "Yes, she even told me she woke up with a red nose this morning."

2: "Let's make that the subject of conversation today."(laughing)

- - - -

10:00

S.C. calls Maintenance Department to repair leaking overhead pipes.

S.C: (To obs.) "If I am out when the man comes to repair the pipe, tell him where it is."(S.C. explains to observer where the leaking pipe is.)

- - - -

10:50

Two maintenance men enter test room to look over pipe. They only stay about two minutes and do not attract any attention.

- - - -

D.D.D. 2-1-32 Cont'd.

11:00

A frank discussion of the latest screen attractions takes place, all five operators contributing to the discussion. The viewpoint taken is a romantic one. 4 tells in brief the plot of a movie she saw over the week-end.

- - - - -

Afternoon

1:10

J.C. renews attempt to sell tickets to operators for the concert he is playing in next Sunday.

4: "I can't go. I have a date with my boy friend."

- - - - -

Inspector 2 is not present this afternoon.

- - - - -

1:20

In a high pitched voice, 3 trills up and down the scale. This occurs two or three times daily.

3: "I must have my vocal lesson. Maybe I will sing in a concert some day." (Said jokingly and directed toward J.C.)

- - - - -

The entire group has been in gay spirits since lunch hour and this continues until three o'clock. The volume of work done could not be very large.

- - - - -

For several days now, 1, 2, 3, and 4 have selected one member of the group during the early part of the day as a butt for most of their remarks. Today they "riding" 1. Several times she becomes provoked and retorts in an irritated tone.

- - - - -

1:30

1: (To 3) "Wouldn't you like to be like I am?"

3: "No, I like to be just like I am. I am what I am because I am."

- - - - -

D.D.D. 2-1-32 Cont'd.

G.C. enters with the purpose of discussing some routine with L.O.

- - - -

1:35

4: (After 1 makes some comment to 3) "I have to stick up for 3. 1 is always picking on her."

- - - -

1:45

3 and 4 start coughing, imitating 2. Obs. looks up quickly and both laugh convulsively. 3 breaks into her shrill laugh saying, "Poch, I almost swallowed my gum that time."

- - - -

1:50

4 reads Daily Times for a few moments as she works.

4: (To 2) "How would you like to go to the Oriental this Friday and see Polly Moran?"

2: "I think I will go to the Marbro instead."

- - - -

1:53

3 again sings in her peculiar fashion.

3: "I think I need a cough drop. My voice is going bad."

- - - -

Layout Operator now reading same paper.

- - - -

2:15

4: (To 1) "Let's not talk to 3 any more. Besides I've got a headache now. All kidding aside."

- - - -

2:20

S.C. jokes with 3 and 4 for two minutes.

- - - -

D.D.D. 2-1-32 Cont'd.

2:25

A boy enters the test room and goes directly to 4 and talks to her a moment and leaves.

S.C: (To obs.) "That is her brother. He brings his pay check down to her every Monday."

- - - -

2:40

S.C: "I am going to have Becker in here for a day. He is going to take some records. Will that interfere with your plans?"

- - - -

2:50

J.C: (Bringing a package of assorted sandwiches collected from all the operators up to the desk.) "If you are hungry, eat this. If not, throw it away."

- - - -

3:00

A former employee who worked in the Mica Splitting Test Room stopped in to visit with S.C. Their conversation had no direct bearing on the test room.

S.C: "(About fifteen minutes later on sixth floor.) "The pay man came along just at the right time to get me away from her. She is a pest sometimes. Once she gets talking, you can't get away from her. Did you take any notes on what she said?"

Obs: "No."

S.C: "I probably will then. She has been in here several times before and I have written up the trend of the conversation. She used to be an interesting case when she was in the test room."

- - - -

3:55

Becker enters and S.C. explains his job to him.

- - - -

D.D.D. 2-1-32 Cont'd.

4:05

Layout Operator and Inspector take personal time out.
On return the latter rinses out several milk bottles in drinking fountain.

- - - -

4:13

4: (To 2) "I hope you feel better tomorrow."

RECORD OF OBSERVATIONS

Relay Assembly Test Room
 Recorded by: D. D. Davisson

Tuesday.
 February 2, 1932.

Morning

Becker comes in at 8:30 this morning taking readings from a voltmeter, and will be here all day.

- - - -

9:45

Obs: (To 2 whose face is pale and drawn) "How do you feel today?"

2: "Not so good. I felt all right when I came down this morning but I feel bad now. I guess this place doesn't agree with me."

- - - -

9:47

S.C: (To obs.) "Well, I am one up on you today. I just gave me a sandwich."

- - - -

In contrast to the hilarity of yesterday, the operators are very quiet and industrious this morning. 1 is rather talkative but it does not seem to interfere with her work. Judging by their silence and by the rapidity of their movements, 3 and 4 could be racing each other.

- - - -

11:18

J.C: (To obs.) "These sweepers are great fellows. Look at the dirt. You could take it out and sell it by the ton. They come in here, run the broom down the aisle and they're through. Well, not enough pay not enough incentive, I guess." (J.C. has certainly acquired a vocabulary from his supervisor.)

- - - -

11:41

3: "Relay! (This is the call commonly used by operators to inform S.C. or J.C. that a relay is stuck in the chute.) (On this occasion it apparently was caught longer than usual before 3 noticed it.) I was thinking so hard I didn't notice it."

- - - -

D.D.D. 2-2-32 Cont'd.

Afternoon

2 who was ill this morning apparently has not returned this afternoon.

- - - -

1:47

visits and leaves test room at 2:00.

- - - -

2:00

Obs: (To S.C.) "I suppose 2 went home sick."

S.C: "Yes, they sent her home at noon."

Obs: "They sent her home, You mean she went over to the hospital?"

S.C: "Well, down to the first aid room. She had a fever of 101. She hated like the devil to go too, because she needs the money. She is the only one working in the family and I was darned if I'd insist on her going because she knows her own mind. She asked me if they would send her home if she went to the hospital and I told her that they probably would because of the way she looked and felt."

- - - -

5 has been talking quite a bit to L.O. and Inspector 1, apparently on cheerful topics. Could this be related to 2's absence?

- - - -

2:08

L.O. has a bag of peanuts which is passed down the bench to the other operators. 3 throws a nut to S.C. when he beckons to her.

S.C: "Throw one to Davey."

3: "No, I don't like him. He calls me Bozo." (The observer had called her by that name this morning)

Obs: "That is an expression of affection."

3: "Fish!"

L.O. brings bag up to the desk.

D.D.D. 2-2-32 Cont'd.

L.O: "Have some. They're not 3's, they're mine." (She passes them to S.C. and then to [REDACTED])

- - - -

2:15

S.C: (Pointing to production records for the morning) "2 is high this morning, but not as high as she ordinarily would be when the others are going so good. No matter how high the pace they set, she will go them one better. 3 is going good and 4 is going very good for 4. 5 is good too."

- - - -

2:25

J.C. brings in figures showing that through December 30, 1931, these operators have assembled a total of 2, 822, 183 relays from which the Company has earned \$2,575,384.66.

J.C: "In pay they have taken away over a half a million dollars for themselves, but the Company got about two and a half million. Boy! If I got two and a half million dollars, I would retire and do what I want to do."

Obs: "I think I would too."

J.C: "You'd probably buy yourself a polo field, horses, etc. I'd buy some rare old violin."

- - - -

2:51

3: (To J.C.) "See if you can find a toothpick for me up there. I have something caught in my tooth."

Obs: "Here is a pencil."

3: "He offered me a pencil, Can you beat that?"

- - - -

2:55

Someone said, 'I wonder how 2 is?'

3: "I have a hunch she's got the flu."

- - - -

D.D.D. 2-2-32 Cont'd.

3:20 to 3:23

D.C. enters the test room and jokes with L.O.,
Inspector 1 and 5.

- - - -

4:00

With 2 gone, 1 hasn't spoken more than twice all
afternoon and in both cases was addressed by one of the other
operators first.

- - - -

4:09

5: (To J.C.) "How many minutes left?"

J.C: "Six."

5 stops working at 4:10 and the other four operators
by 4:12.

RECORD OF OBSERVATIONS

Relay Assembly Test Room
Recorded by: D. D. Davisson

Wednesday.
February 3, 1932.

Morning

A substitute operator hereafter to be designated as 2-A,
replaces 2 who is ill.

- - - -

8:40

S.C. gives name of new operator to observer.

Obs: "How was she selected?"

S.C: "We always try to get one whose rate is closest to the operator who is absent and who can come nearest to doing the same amount of work that that operator has been doing. I went out to G.C. and picked out three girls whose rates came nearest 2's because none are rated as high as she is. G.C. told me that one of the three hadn't worked on this type of relay for some time, so she was out because she would be slow and probably unable to make her day rate. That would not be fair to the rest of the group.

"I heard from 2 today. I saw her girl friend out in the department. She saw her last night and said that 2 was in bed and had had her throat painted with mercurochrome. She feels pretty tough, I guess.

"Is that what you want to know about the new operator?
Is that satisfactory to you?"

- - - -

8:55

Becker and the men from the Electrical Laboratory
look over motor and voltmeter.

- - - -

9:00

1 has been talking in a congenial fashion with 2-A.
It appears that she is trying to make her feel at home although none of the conversation could be overheard.

- - - -

D.D.D. 2-3-32 Cont'd.

9:30

A maintenance man again inspects the leaking overhead pipe and brings in a tall step ladder and leaves the test room.

- - - -

9:45

An excellent opportunity to observe 2-A's method of adapting herself to the group was lost when she did not return until the end of the rest period.

- - - -

9:55

Layout Operator walks past the step ladder and makes some superstitious remark within earshot of 1 and 2-A.

J.C: "What's the matter? Afraid of bad luck?"

L.O: "No, if you walk under a ladder, you are going to be married. Haven't you ever heard that one?"

2-A: "I remember how we used to go around them when we were kids."

- - - -

10:06

Maintenance man returns and works on pipe until 10:26 when he descends to the floor. While waiting to see if the pipe still leaks after having taped it, he appears amazed as he intently watches 1 work. He says something to her and winked at the observer.

- - - -

10:30 to 10:35

Maintenance Man: (To obs.) "If that pipe gets worse, call us up. It is a very small leak and you shouldn't have any trouble. Say, can't that girl on the end (nodding at 1) work fast? I have never seen anything like that. Is she on piece work?"

Obs: "Yes."

Maintenance Man: "That isn't any man's job. If I was to try and do that I would be all bawled up in no time at all." (M.M. talks about various repair jobs he has been on in the Plant or a nature similar to this one.)

- - - -

D.D.D. 2-3-52 Cont'd.

10:35

Maintenance man leaves. Former assistant to S.C. enters.

- - - -

10:35 to 10:45

J.C. and former assistant are talking to Inspector No. 1, 5, and L.O. Former assistant talks to other operators and leaves at 10:48. He had come down to borrow something from S.C.

- - - -

10:58

3 suddenly trills and other operators laugh at her.

3: "I must have my vocal lesson." (She has been quiet all morning and this seems to be a signal for her to start talking.)

- - - -

11:04

3 trills again, looks up at Observer impishly, laughs and ducks behind the box of coils.

- - - -

11:12

Inspector No. 1 shows some photographs to 4, and a few moments later to 1.

- - - -

11:17

S.C: (To obs.) "Is it all right if I open a window? You can see smoke in this building sometimes. I like to leave the window open a bit all the time but the girls have varied opinions about warmth and cold."

- - - -

5 continues in the good natured mood of yesterday afternoon. She is constantly smiling and spent practically all of the morning talking to Inspector No. 1. 4 and L.O. are also included but to a lesser degree.

- - - -

D.D.D. 2-3-32 Cont'd.

Afternoon

1:15

Interviewer called and requested that I be sent to her. S.C. being out, Observer so informed I.

I: "Right away?"

Obs: "Right away."

I worked until 1:20 during which time she seemed to be commenting to 2-A about interviewing. She then went out to wash her hands, and upon returning borrowed 4's watch.

- - - -

1:55

Obs: (To J.C.) "Well, what are you going to do with your extra day off?"

J.C: "If it starts Monday, I will probably go to the party after the concert that I spoke of. The extra day is all right, but the cut in pay is going to hurt. Well, what can you do? I think I will look around for some work to do during my spare time. I think I will try and get a job with an orchestra. I would teach if times were better, but even a dollar means a lot to people now, and old, experienced teachers are having a hard time."

Obs: "How about singing?"

J.C: "I could do that, although my teacher wouldn't like it. He hates to have me singing jazz and probably would put his foot down. Don't think I am conceited, but I can sing a whole lot better than many of these singers you hear with orchestras. I could get an audition at the N.B.C. studios. The whole thing in singing is who you know and how you go about it. I think it is about time I got some return on my investment. I've paid out a good many hundreds of dollars. My first guess would be a thousand dollars easy. If a friend of mine gets a job he has lined up on the road, I may get a chance to take over his orchestra. It's one of these Cuban orchestras - all string instruments. I think I would like that."

- - - -

2:13

I returns from the interview and immediately opens up conversation with 2-A.

- - - -

D.D.D. 2-3-32 Cont'd.

2:50

Following the rest period, the operators gradually come out of the lethargic state they have been in since noon. For some time they laugh and joke about going to the concert Sunday and the clothes they will wear, etc. Shrill laughter by 3 breaks the last bit of ice.

3: "Gee, that felt funny. That is the first time I have laughed today. No wonder I thought my face would crack."

1, 3, and 4 are all laughing heartily.

- - - -

3:47

3 and 4 are talking about interviewing. Being unable to distinguish which voice was which, I merely heard some one say, "Why don't you like her, and why do you keep going back?" Just then D.C. enters.

- - - -

3:51

Two strangers enter test room. (To. obs.) "Are you the man in charge? I want to show this man how the job is set up. He is interested in studying rates on relays in the shop." The speaker starts to explain the job to the second man until S.C. returns at 3:55, when he takes over this function. The operators pay absolutely no attention to them and continue talking loudly and laughing.

RECORD OF OBSERVATIONS

Relay Assembly Test Room
Recorded by: D. D. Davisson

Thursday.
February 4, 1932.

Morning

2's friend, Inspector No. 3, is assisting Inspector No. 1 in the test room today.

- - - -

8:49

D.C. enters and talks to 1 and 3 for a minute or two.

- - - -

8:54

D.C. is standing at end of bench near 1's position.

8:58

S.C. joins him and both leave a little after 9:00.

- - - -

9:33

Inspector No. 1 who does not go out during rest period this morning put the tea bags in hot water, a job which is usually take care of by 5. 2-A again does not return until end of rest period and J.C. drinks her tea at the suggestion of 1 and 3.

- - - -

9:40

J.C: "I feel the flu coming on. My shoulders ache and a cold is starting. It's funny, I felt like a top when I went to bed last night too."

- - - -

9:50

S.C. leaves for the print shop.

- - - -

9:52

S.C. 2 enters test room, looks out the window to see if it is snowing, talks to observer about snow for a while, then about the ediphone and finally in about five minutes says, 'I have to interview that girl (pointing to 2-A) this morning to see if her husband is working. I don't know why he (probably referring

D.D.D. 2-4-32 Cont'd.

to G.C.) put her in here." S.C. 2 talks to 2-A for four or five minutes and leaves the room.

- - - -

10:00

Clerk from the Payroll Department calls on phone to get some information concerning the cancellation order placed by 3. S.C. being out, observer went over to her desk. As he approached she said, "3 is out. It's Miss Rousseau, isn't it? Tell her I am out."

- - - -

10:05

Someone apparently asked who called for 3.

3: "It was my boy friend. He wanted to know if I got to work all right this morning.....They won't believe me, Dave."

4 and 5 laugh with 3 and the interesting thing to note is that 5 talks louder and across 4 to 3. So far her world has been almost entirely limited to 4, L.O. and Inspector No. 1.

- - - -

10:15

3: "1, do you think I am getting fat?"

1: "I think so."

3: "Everyone tells me I am thin."

1: "What do you eat?"

3: "Raw eggs right from the chicken."

1: "And milk?"

3: "I don't like milk. I eat it with grapenuts."

- - - -

10:21

Building Inspector enters test room and checks up on drawing boards which are leaning against the wall.

D.D.D. 2-4-32 Cont'd.

Building Inspector: "Whose are these?"

Obs: "I don't know." J.C., do you?"

J.C: "Yeah, they're ours."

Building Inspector: "Well, you'll have to have them moved. They're too close to the radiator. You'll have to move that stuff over in the back there on the radiators too." (pointing to some towels left on the radiators by the operators to dry)

J.C: (After Building Inspector leaves) "These boards have been here for four years now. They told S.C. the last time they were here to move them but he didn't. They get tired of asking, I guess."

- - - -

10:25

S.C. returns and obs. leaves at 10:30, not returning until 11:20. At this time we find two strangers in the test room examining the motor.

S.C: "More fun. More people. We just found out that we had a very valuable motor, though it isn't synchronous, it comes within a hair of being just as accurate as a synchronous motor. It's very unusual. One of these men is a G.E. man who offers a great deal of money for this motor in order that their engineers can look over it to see why it performs so well."

- - - -

11:48

4: (To 1) "Have you still got the chills?"

1: "No."

- - - -

11:54

Obs: (To S.C.) "Have you heard from 2 today?"

S.C: "Yes, 4 was over to see her last night. The nurse from the hospital also called on her and advised her to have a doctor which she did. It's flu, all right, and she is still in bed."

D.D.D. 2-4-32 Cont'd.

11:55

S.C.: "One thing I like about this organization is that it is far enough away from the division so that we can run our own job the way we want it run. It has its disadvantages, of course, in that it is difficult to get approvals because you have to go so far for them, but being alone here far overbalances the other."

- - - -

Afternoon

Three electrical engineers, Wright, D.C. and S.C. are gathered around the motor.

D.C: (To obs.) "G.E. wants to buy the motor. They are all excited about it being such a good one, but the hell with them. We'll keep it."

- - - -

J.C: (Smiling at obs. and nodding his head toward the group in rear of room) "Just one phenomena after another. Well, we engineers have to stick together."

- - - -

2:21

4: (To J.C.) "Do they (engineers) have to have the lights on?"

3: "Yes, turn them off. No wonder I have a headache already."

- - - -

2:44

Observer absent during afternoon rest period. Upon return, discovered J.C. talking to 3 and 4 to all appearances about working hours.

- - - -

2:50

3 sings for the fourth or fifth time today.

- - - -

D.D.D. 2-4-32 Cont'd.

2:54

Telephone rings.

3: "If that's Miss Rousseau, I'm out to lunch."

Obs: "Are you expected back any moment?"

3: "Yeah."

The call was from Miss Larson concerning clock cards.

3: "Ah! Now if it doesn't ring before ten after three, I will be all right."

- - - -

3:58

3,4, and 5 are talking about feet. 5 bashfully remarks that she and her husband keep each other's feet warm at night.

3: (To 5) "How do you get hot feet? What do you eat?"

5: "Garlic." (This word seems to be a by-word in almost every joke.) No, lots of vegetables and meat."

1: (To 3) "Have you still got cold feet?"

3: "Yeah, every night. I put them next to Elizabeth and she hollers."

- - - -

3:53

Two girls come in to visit Inspector No. 1. They leave at 4:03.

- - - -

3:57

J.C: "There are plenty of Polacks here now, aren't there?"

Obs: "What do you mean?"

J.C: "Well, the first four operators with two gone are Polish."

- - - -

D.D.D. 2-4-32 Cont'd.

4:06

3 has been carrying on a highly imaginative conversation about her ex-boy friend, the situation of which the others apparently are not aware of. From time to time the observer can overhear little bits of that

3: "He is still talking about the time he met me for the first time."

4: "I'll bet he is sorry."

1: "He is kidding himself."

3: "No, he isn't. I've been dreaming about him."

1: (To 4) "Sock her on the chin, will you?"

4: "No I won't. I'm not even listening to what she says."

- - - -

As Ins. 3 leaves, she calls good-night to S.C. several times before he hears her.

- - - -

Probably one of the most important high lights of the day had to do with 5's continued congeniality in the absence of 2. Whether this is merely a coincidence, it may be further determined tomorrow if 2 is still absent.

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Friday.
February 5, 1932.

Morning

8:40

3: (To J.C.) "How's your 'flu' today?"

J.C: "It's fine."

- - - -

8:42

J.C: (Addressing group) "You made 101 yesterday, I mean Wednesday."

There was little comment to this.

- - - -

8:45

Here is a peculiar grouping which is often seen in the test room: 1 and 2-A are talking together, as are 3 and 4, 5 and Inspector 1, making three distinct groups. L.O. may be taking part in any one of these groups at any time.

- - - -

8:55

Head Clerk from 6329 calls up for percentage figures. J.C. answers and has difficulty understanding him.

J.C: (Swearing emphatically) "That big boob. He talks so loud you can't hear him. He's that nice, pleasing fellow who comes in here with a can to collect money." (In imitating him, the corners of J.C's mouth drooped and he scowled.) I get so burned up sometimes at these guys around here."

offering help with him

- - - -

9:25

Today is L.O's birthday. The operators have had a gift in S.C's desk for several days. At this time I has J.C. look in the desk to make certain that the gift is still there, S.C. being out of the test room.

- - - -

D.D.D. 2-5-32 Cont'd.

9:27

3 starts her peculiar singing rather early today.

- - - -

9:30

While the others are out, 1 and 4 prepare the gift, working as rapidly as when assembling relays. 1 writes a greeting. When L.O. returns, she walks by her position, but does not see the gift.

- - - -

9:41

S.C. enters, talks to L.O. a moment, goes over to her position, and spotting the gift says, 'Oh, look what Santa Claus brought.' As he opens the box for her, the others glance over in her direction to see how she reacts, but do not come particularly excited. L.O. takes the gift calmly but appears to be very grateful. L.O. then passes a small box of candy to each operator and the inspector with the possible exception of 2-A. S.C., J.C., and Observer are invited to eat some bread, jelly, and peanut butter. This they accept.

In analyzing the group attitude toward Layout Operator, it is interesting to note that from time to time when they run out of piece parts and she is unaware of this, that the tone used is always a very courteous and congenial one rather than dictatorial.

- - - -

10:10

Phone rings. S.C. calls L.O.

S.C: "Your boy friend."

L.O: "Don't make my heart jump."

- - - -

10:23

4: (To 1) "When are you going to see 2?"

1: "Tomorrow."

D.D.D. 2-5-32 Cont'd.

4: "In the morning or afternoon?"

1: "I think in the afternoon."

4: "I'm going over tonight."

.....

3: (To 1) "Do you know how much I weigh now?"

1: "No, how much?"

3: "118. I had five eggs yesterday. I feel fatter. Do you know where? In my cheeks."

.....

1: (To 3) "Are you going to see 2 right after work?"

3: "Yeah."

1: "Is 4 too?"

4: "Yes."

- - - -

10:32

J.C: (To Obs.) "Did you get that comment?"

Obs: "No."

J.C: "I don't know whether you want this sort of thing or not, but 3 just said, 'Well, miracles do happen, don't they?' She has just been given a new type of relay. She didn't like the 16 that she was on because the wires hurt her fingers. That's what she just said."

- - - -

11:05

3: "Say, when do we get new automatics, [REDACTED]"

S.C: "What do you want - one with a motor on it?"

3: "I like the kind 2-A has."

S.C: "With the double handle?"

3: "Yeah. That's swell. I tried it and I liked it. I tried it and she liked it too, and 4 tried it and she liked it. Say,

D.D.D. 2-5-32 Cont'd.

how about it? When do we get them?"

4: "Oh, we'll get them in 1940."

3: "Come on. You're supposed to make things easier for us down here and instead you are making it harder. Hey, 1, I want to try it again. I only had one chance."

3 tries it again in a few moments.

- - - -

Afternoon

1:40

3 has been talking about her boy friend, real or fictitious, since noon.

3: "J.C., my boy friend called me this noon."

1 & J.C: "Which one?"

3: "Oh, you know."

1: "J.C, throw her out the window, will you?"

- - - -

1:42

3 is often surprised at some of her own remarks because of their spontaneity. As she was offering a bit of nonsense to the other operators about stepping out of step-in, the observer looked up. In a loud burst of laughter her head ducked behind a coil box and she vigorously worked her automatic screw driver up and down until she could stop laughing.

- - - -

1:45

3: "1, are you working hard?"

1: "Why?"

3: "If we work hard, we can make a 100 today. I can't though, I'm sick."

1: "You aren't sick. You're just laughing too hard."

3: "I'm catching the 'flu.'"

- - - -

D.D.D. 2-5-32 Cont'd.

1:55 to 2:15

1 and 2-A are keeping up a steady conversation.

- - - -

2:22

1: "3, why don't you drink beer with your eggs?"

3: "No. Do you think I want a full belly?"

4 laughed.

- - - -

2:27

3: "Hey, Chip, your wife called this noon."

S.C: "She didn't say anything about it and I was home this noon, Dolly." (This seems to be S.C.'s pet name for 3) What did she want?"

3: "She wanted to know what you wanted to eat this noon. I said, 'Give him peanut butter and bacon.'"

1: "I wasn't here, Chip."

S.C: "You wouldn't lie, would you, 1? Well, thanks anyhow, Dolly."

3: "All right, any how."

1: "She probably ordered six dozen of eggs for herself."

3: (laughing) "Quit talking that way, you make my belly sore."

S.C: (To obs.) "Did you get that one down? I didn't teach her that one. Boy, they've taught me some and I've taught them some, but I'm not responsible for that one. She's sure full of ginger today."

- - - -

2:35

4 invites S.C. and Obs. to finish the bread they brought in this morning.

- - - -

2:50

3: (As phone rings) "I'll bet that's Miss Rousseau." (She closely watches the observer as he answers the phone.)

D.D.D. 2-5-32 Cont'd.

3:02

Interviewer calls for 3 on phone. As Obs. hangs up receiver, 3 again ducks behind coil boxes.

Obs: "You'll have to find something bigger than that to hide behind."

3: "Do I have to go downstairs? Was that Miss Rousseau?"

Obs: "Yes."

3: "Right away?"

Obs: "Yes."

3: "Can I make three more? It will only take two minutes."

1: "Gee, we're sorry you're going. (A moment later) I sure hate to see her go, don't you, 4?"

3 borrows a watch from 4.

3:08

3: "I guess I'll have to wear my coat down there. My dress is too short. That shows depression.

3:10

3 starts to strut out of the room with her nose high in the air. She glances at Obs. and then laughs as she goes through the door. This gesture is probably the result of yesterday's conversation about the Obs. walking through the heavy snowdrifts with his nose in the air.

J.C: "Talk about Jean Harlow. Rouge on her face makes quite a contrast to that hair, doesn't it?"

1: "I'll say."

- - - -

4:05

4: (To 1) "Let's stop at that store where they have the pretty valentine cards."

1: "There's lots of time left for that, isn't there?"

- - - -

D.D.D. 2-5-32 Cont'd.

4:10

4: (To L.O.) "How many more minutes?"

L.O: "Ten."

4: "Whew! I'll have to get going and do some work."

In the meantime 5 is putting on her hat and coat.
5 leaves early in order to catch a train.

- - - -

4:15

1, 3, 4, and Inspector 1 all leave together.
3 and 4 apparently have succeeded in getting 1 and Inspector 1
to go with them when they visit 2.

2-13

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Tuesday.
February 9, 1932.

Morning

9:28

J.C: (leaning back in his chair and appearing rather disgusted)
"I haven't a damn thing to do."

- - - -

9:53

1: (To 4) "Wasn't 2 funny Saturday - Saturday and Sunday both?"

4: "Yeah. She must be sick all right. It seems like she can't
feel good two days in a row."

- - - -

9:55

4: (To 1) "I saw the Marbro yesterday."

1: "How did you like it?"

4: "All right."

1: "Were you afraid?"

4: "No, I didn't think it was so bad. Were you?"

1: "Yeah."

2-A tells about seeing Frankenstein.

- - - -

10:08

S.C. who has been away most of the morning returns
at this time.

1 is talking to 2-A, 3 and 4 are talking together,
while 5 says nothing.

- - - -

10:15 to 10:20

1 and 4 talk about some dance they attended Saturday
night. Also talk about the various young men they danced with.
1 opened this conversation.

- - - -

D.D.D. 2-9-31 Cont'd.

10:26

1 and 4 again discussing the dance. 4 is going to teach 1 a new dance step.

- - - -

Only occasional bits of conversation can be heard this morning. The operators are comparatively quiet and converse largely in monotone.

Afternoon

1:15

1, 3, and 4 are talking about hope chests. 3 and 4 disagree so they playfully poke each other.

- - - -

1:25

3 pokes 4 again because of some remark the latter made. They remind the observer of two kittens. 1, 3, and 4 talking about boy friends. 3 speaks of Johnny and Lightning while 1 again talks about her Saturday night date. 3's intimate but humorous remarks are putting the group in a boisterous mood. Note that S.C. is out to lunch.

- - - -

1:48

Phone rings.

3: "I'll bet that's Miss Rousseau." (She watches the observer as he answers the phone.)

- - - -

2:08

3 trills merrily.

3: "That sounded good. I can sing good sometimes."

Derisive remarks are directed at her by other operators.

- - - -

2:44

S.C: (To obs.) "I called 2 a little while ago. She sounded awfully weak over the phone and kind of down - low down. She said her illness is gone, that is, the flu is over but she is

D.D.D. 2-9-31 Cont'd.

awfully weak. The doctor told her she had to stay indoors until she gets her strength back."

- - - -

2:50

Becker and Hosek come in to install clock. They find something lacking and leave test room in a few moments.

- - - -

2:55

5 and Inspector 1 are joking and laughing. 5 is talking quite a bit this afternoon in a voice that can almost be heard from the observer's desk. She seems to have more confidence than usual in her speech.

- - - -

Illinois Bell man comes in to install dial phone.

- - - -

3:35

3: (to J.C. as he talks over new phone) "Can you call outside on that phone?"

J.C: "No."

3: "Then it isn't a new phone."

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Wednesday.
February 10, 1932.

Morning

8:58

S.C: (To J.C.) "Who was interviewed last week, just 1 and 3?"

J.C: "Yes, that's all."

3 glances up curiously at sound of her name. Then watches S.C. closely for a moment before resuming work.

- - - -

9:00

Paymen enter. 3 is first in line instead of 5, who is second today. 3 hurries back to bench and recommences to work.

- - - -

9:15 to 9:57

3: (to 1) "Do you know how much I weigh now? One hundred and ten pounds."

1: "That isn't much."

3: "Why it is too. I came all the way up from 106. That's four pounds."

1: "Are you still eating fresh eggs?"

3: "Yeah."

1: "How do you eat them?"

3: "With orange juice. The first time I ate them, I almost threw up. Now it slides down just as smooth. You don't even know it. You can't swallow all at once. They're so big you have to take two swallows."

3: (Several minutes later) "Why did you start talking about that? Now it will go down in the book. Everyone knows it now, even David.....Wait till 2 gets back." (Just what this reference is is questionable)

- - - -

D.D.D. 2-10-32 Cont'd.

10:00

3: (After talking about 2 for several minutes) (To J.C.) "What are you?"

J.C: "I'm an American."

3: "Go on, you Dago. You told 2 you were a Sicilian."

J.C: "(Seriously) That is the last thing I would ever say."

1: "That's where they are hot headed, isn't it?"

3: "Yeah. Where are you from?"

J.C: "I am from the southern part of Italy. 2 is from the middle."

1 and 3 laugh at this statement.

- - - -

10:15

S.C: "I am going to the shop for a little while. I don't know when I'll be back, probably in three quarters of an hour or so."

S.C. returns at 11:22.

- - - -

11:35

Operators have been very quiet for the last hour. At this time operators become noisy. 5 goes out to wash her hands.

- - - -

11:45

5 addresses 3 and the latter does not understand her. This is due to 5's accent, rather than due to low tone. This happens again during the day and 3 has to have 4 repeat 5's remark. It is significant because it explains 5's refusal to talk a great deal.

- - - -

D.D.D. 2-10-32 Cont'd.

Afternoon

Inspector 3 is in this afternoon.

1:45 to 1:48

A stranger enters test room to watch operators.
He hovers in front of 1 and 5 and then departs.

- - - -

1:55

3: "I've got the spring fever."

J.C. swings around in chair and others laugh.

3: (To J.C.) "I've got a backache."

- - - -

2:05

Inspector 1 borrows keys from 3. Obs. cannot see what she uses them for.

3 is getting silly. Inspector 3 from her position in northwest corner appears amused as she watches her. 3, 4 and 5 are laughing quite hard.

- - - -

2:10

4 yawns making some comment about being tired and then leans on her screwdriver for a moment.

- - - -

2:21

Phone rings and 3 watches S.C. closely until he hangs up receiver. As the result of the telephone message, S.C. talks to 5 a moment and then goes with her as she leaves the test room. I waited for some explanation, but received none. 5 left at 2:24 and returned at 2:30. Before going she primped up a bit, powdered her face, etc.

- - - -

D.D.D. 2-10-32 Cont'd.

2:26

3: (To 1) "You know what I want for my birthday?"

4: "A wash rag."

1: "To wash behind her ears."

3: "I want lots of towels, and".....

1: "Ivory soap."

3: "I don't need soap. I have plenty of pajamas of all kinds and flannel night gowns."

- - - -

2:38

1 offers Inspector 3 part of an orange as she passes by her desk.

- - - -

2:40 to 2:44

Inspector 3 talking to 1 and 2-A.

S.C: (With much gusto) "Hello, Red. How are you?"

Ins. 3: "All right, how are you?"

S.C: "Oh, I think I'll live."

4: "Who wants a sandwich?"

J.C. takes the sandwich and brings it up to the desk.

- - - -

3:00

As rest period ends in the department outside of the test room, some female operator screams and laughs. It sounded rather weird and entire group in test room laughed.

- - - -

3:02

J.C: (To Obs.) "How do you like my vest? (He takes off vest and shows back of it to obs. Though now ragged and tatter worn, it was formerly a solid piece of brilliant green sateen. It seems to typify J.C.'s taste in clothes and probably had a

D.D.D. 2-10-32 Cont'd.

great deal to do with the selling him of the suit."

J.C: (To operators) "How do you like my modernistic vest?"

Operators all laugh.

- - - -

3:13

Phone rings and 3 watches Obs. answer as though trying to determine from his reactions who the calling party was.

- - - -

3:17

3 calls 1 two or three times.

1: "What?"

3: "You know what I want for my hope chest - a washing machine."

1: "We'll get you a tub and a board."

3: "That would give me too much exercise."

1: "That would be good for you. You would get fat."

5 makes some relevant comment to 3 which cannot be heard. Even 3 has difficulty in understanding her and asks her to repeat.

- - - -

3:23

3: (To 1) "Do you want to know how to use a washing machine?" (3 gives some ridiculous process à la Goldberg for using the washing machine. 1 accepts this explanation very nonchalantly but 4 laughs heartily.)

- - - -

3:25

3: "When I was a young girl."

D.D.D. 2-10-32 Cont'd.

4: "Was that long ago?"

1: "Was?"

3: "When I was a young girl, I used to do all the washing for our family, so that's how I know how to use the washing machine."

- - - -

3:40 to 3:44

Ins. 3 is talking to 4 and L.O.

- - - -

3:45

S.C: (To Obs.) "Say, did you have occasion to notice how much time this assistant Inspector has spent talking to the girls this afternoon?"

Obs: "I wouldn't say that she had been talking with them a great deal."

S.C: "I was just wondering, because once before I saw her talking to them just as I came into the test room. Of course I couldn't tell how much time she had spent that way. You know once we had quite a bit of trouble with the regular inspector about that. She used to spend an awful lot of time chinning with the operators. She would be leaning on the bench talking to any one of them almost all day long. She did it so much that it was having a definite effect on their output. Not only that, but she was cutting her own throat in doing a bum job on inspecting. Her supervisor asked me one day why she wasn't getting along in the test room. I told him I thought it was because she wasn't applying herself, that she had plenty of time to talk in the test room and she was overdoing it. I don't think she realized it herself at the time. Once she okayed a whole box of relays which had wrong coils in them. Ordinarily that is a difficult error to make because they are all numbered. Her supervisor called her down for it, and ever since then, she has been pretty good."

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Thursday.
February 11, 1932.

Morning

The operators are quite industrious this morning
and say very little.

- - - -

10:00

3: "It's so warm in here like in July when we can't get our
breath."

- - - -

10:30 to 10:43

J.C., Ins. 1, L.O. and 5 are talking together.

- - - -

10:42

The clerk from the outside department comes in to
collect the Relief Fund money.

- - - -

10:59 to 11:09

Obs. leaves test room, returning at 10:59 to find
J.C. leaning over 5's position and apparently continuing
earlier discussion.

- - - -

11:20

D.C. and Wright enter test room, D.C. talking to 3
for a minute or two. Becker brings in a case for the new clock.
All the operators turn around to watch him with the exception
of 5. Ins. 1 pays particularly close attention. 3 and 4 talk
to D.C.

4: "Why don't you put the clock up there?" (pointing in front
of her)

D.C: "You have one up there on top of the boxes, haven't you?"

3: "Yeah, but you have to strain your eyes to see that."

- - - -

D.D.D. 2-11-32 Cont'd.

11:28

3: (Who has been talking to J.C. about the clock) "We always get what we don't want in here, but if there is something we want, we never get it."

Afternoon

2:00

Following a period of silence lasting about an hour, 3 suddenly laughs in characteristic fashion.

S.C: "Hurrah!" (This was said in a tone which seems to indicate that in the past 3 has been encouraged to laugh.)

- - - -

2:04

3 is talking about some boy friend whom she calls a 'good' Polack. When accused of not liking him by one of the other operators, she says, 'Sure I like him. I've got to. Valentine's Day is coming.'

L.O: (To Obs. and S.C.) "She isn't a gold digger, is she - much?"

- - - -

2:09

Former assistant to Section Chief enters test room.

3 is laughing again, and seems to be trying to amuse the other operators, who as usual, react by laughing at her. 3 and 4 are poking each other in a playful manner again.

- - - -

2:52

1: (To 3) "Have you enough of that jam and peanut butter?"

The answer could not be heard.

About this time, Becker and John come down to work on the clock.

- - - -

3:05

Interviewer calls up to request an interview with 4.

D.D.D. 2-11-32 Cont'd.

S.C: "Say, I overheard and participated in a bit of conversation this noon that may interest you. I think you ought to have it. Maybe we had better wait until after they (referring to the operators) go. It's rather lengthy."

- - - -

3:09

Phone rings and S.C. calls [REDACTED] who has left the test room.

3: (looking up) "You want my [REDACTED]"

S.C: "Yes, he'll do."

- - - -

3:12 (Approximately)

4 leaves test room for an interview.

- - - -

4:40

S.C: "Oh, yes, I wanted to tell you about that conversation this noon. 5 and L.O. were eating here this noon while the rest of the operators were out. 5 said, 'Who's going to take my place when I'm gone.' You know yesterday she was called out and questioned as to whether her husband was working and how much time he was putting in. She agreed to take a leave of absence beginning March 1, if necessary. I told her that I didn't know whether she would necessarily be given a leave of absence, but at present it looks quite possible. She said, 'I suppose Inspector 3 will be brought in.' I said that for all practical purposes of the test room, it would be desirable because she has worked here before and we have some records for her. L.O. said, 'It would suit her.' (pointing to 2's position.) I said, 'She has always been pretty nice to everybody, hasn't she?' They both agreed to that and then said, 'She put her up to it.' (Meaning that 2 had put her up to something.) Just what it was they were referring to, I couldn't tell.

"2 hasn't been very diplomatic about things she said around here. She has come right out in the open and said that a certain person had no right to be working in the test room. (referring to 5) 5 is a good old soul who wants to be friendly with everybody, but when somebody comes right out and says things about her like that, naturally she isn't going to like it. L.O. is an impartial type who would take sides with

D.D.D. 2-11-32 Cont'd.

somebody in 5's position and be a bit prejudiced. Of course that is what 2 has wanted all the time to get Inspector 3 back in here again. She gets along good with the other three operators and they all like her. If she could get Inspector 3 in here, then she could run everything just her own way. I knew you would probably want that. Now I won't have to write it up in my sheet. 5 and L.O. are pretty close. They always eat lunch together."

RECORD OF OBSERVATION

Relay Assembly Test Room
 Recorded by: D. D. Davisson

Friday.
 February 12, 1932.

Morning

The operators appear to be working rapidly this morning, 1 continuing the fast pace she set at the beginning of the week.

- - - -

9:50

3: "Hey, do you want a piece of bread?" (This was addressed to the observer, and when he went over to 3's position, he found the bread already covered with peanut butter and cut in half.) You'll have to put on your own jam. You know what I was going to call you. I was going to say, 'Hey, peanut butter.'

Operators all laughed.

- - - -

10:25

3: (To 1) "You know what I want when I get married. I don't want an electric clock. It would cost me too much electricity."

4: "You can get a Big Ben for a dollar."

3: "I want an alarm clock. Something that makes a lot of noise."

- - - -

10:28

3: "Oh, I'm not going to get married anyway."

1: "Gee, after all that talking and then she ain't going to get married."

- - - -

10:30

3 is seriously advising L.O. to drink raw eggs because "they're good for it" - whatever 'it' is.

- - - -

D.D.D. 2-12-32 Cont'd.

10:35

Inspector 1 called to the phone.

- - - -

10:53

S.C: (To Obs. after having removed some excess equipment from under the bench in the rear of the room). "Well, all the dirt is gone now. Look at my hands. I don't know how many times I have done that same sort of thing. I've thrown out all kinds of junk from this place that has accumulated and then some new experiment will be tried, more parts are accumulated and you have to do it all over again. I think we're going to have things in pretty good shape here in a couple of weeks."

- - - -

10:54

Division Chief of Safety and Health Division stopped to chat with Obs. as he went through test room. He said, "What do you fellows expect to get from this - say a year from now for instance? Another thing, do you keep the same girls in here all the time?" Obs. gave him some answer and the Division Chief goes on out of the room.

- - - -

Afternoon

2:00

S.C. tells the group that they will not be working next Monday nor any Monday hereafter. The operators had little to say, although they appeared a bit more dejected this time than when they were told that they were to be off every other Monday.

- - - -

2:18

A fire drill is now going on outside of the test room. In contrast to the usual noise and activity of the department outside, there is perfect silence. S.C. is talking on the telephone and 3 repeats everything he says..

3: "We can hear everything he says now. It ought to be quiet like this all the time."

4: "Then they could hear everything we say. J.C. would get it all down then in the book."

J.C. laughs and operators laugh at him.

- - - -

D.D.D. 2-12-32 Cont'd.

3:10

Phone rings and S.C. informs 5 that she is to be interviewed. 3 still watches the reaction of the speaker when the phone rings.

- - - -

4:13

Operators all gather in doorway, preparatory to running for the clock.

S.C: (To 5) "Some day somebody out there is going to throw a bomb at you."

5: "You have to do it. Look at the crowd out here."

3: "As it is, we have to go all the way back to 6329 to get in line."

As the whistle blew, the operators all ran out and S.C. stood watching them in the doorway.

S.C: "By golly, they're right at that. They're still about ten places away from the clock. It's funny how bad it gets out there on Friday in particular when there isn't a monitor around. As near as that clock is, the people in the department get to the clock before these girls do. Well, if they ever squawk about the girls with their coats on, etc., we can come right back at them and tell them that if they cut down the rush out there, we'll control our group."

- - - -

4:30

S.C: (To Obs.) "Do you suppose these girls have any idea that you're taking notes on what they say?"

Obs: "I don't know."

S.C: "I just wondered, because I got a comment today that was rather interesting. We just got the drawers and I was hammering around with them and they asked me what I was going to do with them. I told them that we were planning to clean the test room up quite a bit and that we would pile most of these boxes here in front of my desk over in the corner. I have forgotten who it was, but one of them said, 'Well, if you are going to move all those boxes, then put some drawers up there instead.' I said, 'Well, what difference does that make? I'm not here two thirds of the time.' They said,

D.D.D. 2-12-32 Cont'd.

"Yeah, but someone else always is." Of course, I wouldn't believe that they really meant anything by that. You will find out the longer you have been down here, that they don't care what they say. It's just their nature, but in spite of some of their remarks, they are nice kids - all of them."

J.C: "I don't think they suspect you. They still think that I'm taking notes on what they say during the day. I don't let on that I don't, but just kid them along like I always used to."

S.C: "They're a great bunch all right."

J.C: "It's too bad 2 and 5 don't get along better. If they did, it would be perfect in here."

S.C: "Well, maybe 5 will be gone before long. She was interviewed, you know." (Referring to an interview by a Section Chief in 6329)

J.C: "That's true."

S.C: "Did I tell you she said she didn't care if she was laid off or given a leave of absence because her husband doesn't want her to work anyway. For one thing, I know she wants a baby. You heard about the last one. She is very frank and isn't afraid to say a thing. When she came back the last time, she said that she was going to try to have another."

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded By: D. D. Davisson

Tuesday.
February 16, 1932.

Morning

The furniture in the test room has been rearranged somewhat, giving the observer a better view of the operators.

8:50

S.C: "As soon as the shelves are put in, we will move these boxes from in front of us. In the meantime by not moving them all of a sudden, the operators will not object so much to our having a clear view of them."

Obs: "When is 2 coming back?"

S.C: "4 was over to see her yesterday, I guess, and she said that the nurse wanted her to stay in until Thursday anyway because she was so weak and wasn't feeling particularly good. That probably means that she won't be back at all this week. I called her up Friday night myself. They didn't work Monday and I wasn't sure that she knew that, so I wanted to let her know. She wasn't home when I called and I talked to one of her brothers. They didn't know a whole lot about what was wrong with her. I don't suppose they cared much. Well, they probably care, but they didn't know just how she felt, or if they did, didn't know how to describe it to me."

- - - -

9:00

D.C. and [REDACTED] spend about ten minutes in the test room.

- - - -

9:15

S.C: (laughing) "D.C. just said that the Board was meeting this morning to cut all wages including supervisors, cut the force several thousand, limiting all departments that aren't paying for themselves, and are going to reduce all supervisors in rank. I told him that if that was true, we might as well consider the test room gone now. Well, there might be some truth in it. There's something in the air some place."

- - - -

D.D.D. 2-16-32 Cont'd.

9:25 to 9:40

S.C. and S.C.2 are conversing about vacations, fishing, etc.

- - - -

9:50

Following the daily routine, S.C. takes record of hours of sleep enjoyed by each operator. Apparently, all had gone to bed early.

S.C: "You all did very well. I am proud of you."

- - - -

The operators are comparatively quiet this morning.

Afternoon

1:35

1, 3 and 4 are having one of their social talks about boy friends, dances, etc.

Operators continue in talkative mood most of afternoon.

- - - -

2:17

A man from the Office Furniture Department comes in for five minutes or so. In an authoritative tone, S.C. explains test room to him.

- - - -

3:10

Interviewer had planned to interview 4 this afternoon. She called at this time to make an appointment with 1 instead. 4 was preparing to leave for the conference room downstairs. I informed 4 and 1 of the change.

1: (To 4) "Why didn't you go?"

4: "No thanks. You go ahead, I don't want to. When she interviews one of us, why doesn't she check it off on her calendar so she doesn't get mixed up."

- - - -

D.D.D. 2-16-32 Cont'd.

3:13

Phone rings and all laugh.

4: "Now I suppose she wants 3 instead of 1."

- - - -

3:14

4: (To 1) "Do you want my watch?"

1: "Yeah."

- - - -

3:39

3: "My eyes are sore."

- - - -

3:47

3, 4, and 5 are laughing boisterously as the result of some remark or noise made by 3.

RECORD OF OBSERVATION

Relay Assembly Test Room
 Recorded by: D. D. Davisson

Wednesday.
 February 17, 1932.

Morning

Inspector 3 is in the test room this morning. She does not work in the afternoon, however.

S.C: "They get some pretty small pay checks this morning. This is the day when they deduct the money they were over paid some time ago. That and the short hours makes the checks quite a bit smaller."

- - - -

9:30

S.C. called for the janitor to clean up some dirt left on the floor from the day before. The janitor explains that he has been transferred to another building and that he will send the new janitor around.

9:35

Janitor: "Other guy - he no tella me about sweeping here. I fix good right away. Tonight I sweep him up good. Do nice job."

S.C: "Under the desks and every place?"

Janitor: "Yes, I fix him up nice."

S.C: (To obs.) "Well, I guess we made a good contact now."

- - - -

11:00

S.C: (Operators have been paid a few minutes before.)
 "5 and 4 didn't think they were paid enough. Now I have to figure out each operator's percentages, earnings, etc., and will show them this noon how the Payroll figures their pay. They know what their percentages were, but they can't figure out what it means in dollars and cents."

- - - -

11:23

3: "I think this room ought to be aired out."

J.C. opens windows.

- - - -

D.D.D. 2-17-32 Cont'd.

11:37

J.C. informs operators that they only made 78.6% yesterday. Operators all laugh it off, but are not particularly pleased.

Afternoon

Save for the dropping of relays through the chute, there was complete silence until 1:35. The conversation from then on was split into three characteristic groups made up of 1 and 2-A, 3 and 4, 5, L.O. and Ins.1. Very little of this could be heard.

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Friday.
February 19, 1932.

Morning

The observer was absent Thursday, February 18, 1932.

3: (During rest period) "Grapefruit is good for you. It's good for gas pains."

- - - -

10:15

The operators are talking about some hike that they are going to take, apparently over the week-end.

3: (Referring to her boy friend) "He don't want me to go. I was kidding him about it the other day."

1: "No, I don't suppose he wants his darling to walk when he has a car." (jokingly)

- - - -

10:50

S.C. talks to obs. about playing golf and reducing the cost of this sport during the ensuing summer. He plans to play entirely on daily fee courses or public courses.

- - - -

During most of the rest of the morning, 1 and 2-A, and 3 and 4 are talking together in undertone. I noticed that 2-A, in addressing 1 several times takes her attention away from the job long enough to glance at 1. This is something the other operators very seldom do. Probably this difference may be attributed to some habit formed over a period of years by test room group, also this continual rise in production may have necessitated the elimination of certain little courtesies, gestures, etc., such as this one. The operators follow this procedure almost entirely when speaking in undertone to each other.

- - - -

11:37

Operator 2 enters the test room. She speaks to all the operators, but pays the least attention to 5. First, she stands between 3 and 4, talking and joking with them, then between 4 and 5, with most of her conversation directed toward 4. She then goes over and stands between 1 and 2-A, and in talking to the latter seems to be doing so more as a courtesy

D.D.D. 2-19-32 Cont'd.

than anything else. 2 then looks over to the observer, nods and smiles, and then to J.C. and finally comes up front where S.C. is bent over a drawer of the new cabinet.

2: (To S.C.) "It's a wonder you wouldn't speak to a guy."

S.C: "I didn't see you come in."

2: "You didn't see me come in with all the noise I made?"

2 talks to S.C. a few moments at the latter's desk.

- - - -

11:43

2 walks back to talk to 4 and J.C., then again to 1 and 2-A and finally stands between 3 and 4. 1, 2, 3, and 4 are talking rather loudly now.

- - - -

Afternoon

1:15

3 and 4 are "riding" 1 about marrying a farmer. This she takes good naturedly.

- - - -

1:30

1: (To 3) "I was dreaming about you and 2 last night."

4: "What about?"

1: "That's my business."

4: "It must have been a nightmare if 3 was in it."

3: "You mean it was a nightmare if you were.".....

3: "Where are you going on your vacation?"

2-A: "Oh, I'll stay home, I guess."

3: "1 is going to visit her boy friend down on the farm."

4: (To 2) "If I was to visit my boy friend, I would have to go to California. I guess I had better start saving my money."

3: "How are you going - by airplane?"

D.D.D. 2-19-32 Cont'd.

1: "By horses, huh?"

4: "No, I'm going on a ship."

- - - -

1:42

3: "You know what he calls my boy friend? (Have no idea who "he" is.) The guy with the Nash."

- - - -

2:00

1, 2-A, 3, and 4 are talking about marriage with direct reference to 1 being married and living on a farm.

- - - -

2:15

3: "You know what I weigh? 111 pounds. Raw eggs are what brought me up."

2-A makes some comment.

3: "Don't I need it for my height?"

1: "You should weigh 150."

3: "So should you, so shut up. I used to weigh 122."

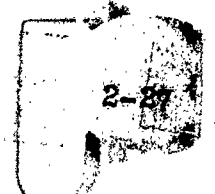
1: "I know why she is gaining. She fell out of love.".....

3: "If I have to go to the hospital, will you come and see me?"

1: "Why?"

3: "It still hurts me."

1: "For cry eye!"



RECORD OF OBSERVATION

Relay Assembly Test Room
 Recorded by: D. D. Davisson

Tuesday.
 February 23, 1932.

Morning

Operator 2 is in today, terminating a sick leave which began on the afternoon of February 2. 1 and 2 seem to have a lot to say to each other this morning. This conversation continues throughout most of the day.

- - - -

9:10

3 talks across to 1 for several moments. This the observer could not hear.

- - - -

9:45

Operators 1, 2, and 3 are talking about the full moon which was out last night.

- - - -

9:50

Operators 2 and 4 are talking about 2's return.

2: (To 4) "Am I not a novelty no more?"

4: "No, you are the same old girl."

- - - -

9:54

2: (Addressing no one in particular) "Those who want weight like 3 and I can't get it and it seems like those who don't want weight, get it."

3: "I'm gaining though. I had eight raw eggs over the weekend."

1: "Shells and all?"

3: "No. I should say not."

1: "Oh, you should have had the shells and all."

- - - -

D.D.D. 2-23-52 Cont'd.

9:56

4: (To 2) "I saw 'The Champ' yesterday."

2: "Did you cry?"

4: "Naw."

- - - -

All of the operators are working quite steadily this morning. 4 is extremely quiet.

Afternoon

2:13

1 is the life of the party today. So far she has stimulated most of the conversation which can be heard by the observer. This time she throws a ball of tissue paper at 3 who playfully returns it.

- - - -

2:15

3 is "riding" 1, who denies whatever accusation is made.

- - - -

2:16

1: (To 3) "Don't forget your eggs."

3: "Don't you forget them."

- - - -

2:17

and enter test room, and standing in front of 2's position, joke with her for a moment.

- - - -

2:22

3 sings.

1: "What singing?"

3: "It's as good as your 'Desert Song'."

- - - -

D.D.D. 2-23-32 Cont'd.

During the rest period, 2 and 3 converse with each other. It is surprising how quiet 4 is today.

- - - -

2:57

1 has been doing quite a bit of talking.

3: "5 is hollering at you for making so much noise."

Actually 5 was contributing something to 1's comment.

5: (Blushing) "I didn't say anything."

- - - -

3:05

Interviewer calls and has S.C. ask 2 if she cares to be interviewed. She assents and leaves at 3:10.

- - - -

Several times while she was gone, 3 talks across to 1.

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Wednesday.
February 24, 1932.

Morning

8:40

2 leans back in chair, stretches and yawns. She does not resume work for about two minutes. Up until about 10:15, 2 does not appear to be in very good humor. Most of her remarks she directs to 1.

- - - -

8:55

S.C.2 and a stranger come into the test room, spend some time looking at relays and talking to S.C.

- - - -

8:58

Paymen enter.

S.C: "I guess we can't do any business. We haven't gotten our detail slips yet."

Paymen leave.

S.C.2: "I'll call up and see what I can do about that. (After speaking to somebody in 6329) Will it be all right if we have the paymen stop in here tomorrow morning?"

S.C: (Firmly) "No. That won't do. What's the matter? Is the new gang boss all mixed up?"

S.C.2: "I suppose so."

- - - -

9:03

Paymen return and operators are paid with the exception of 2 who has been ill.

- - - -

9:30

S.C: "That other fellow who was in here this morning is the Section Chief of the Production Department which runs this job. He tells me that we won't be getting heavy runners any more. That means that two of the heaviest types of relays

D.D.D. 2-24-31 Cont'd.

the girls have been working on will be taken away. Other types will be substituted. Instead of working on five types as we have been, the girls will have to work on ten or twelve, several of which they are not familiar with. That means quite a serious change. At 9:45 I am going out to find just what our work will consist of in the future."

- - - -

9:30 to 9:45

The group is very quiet during the rest period. There is no grouping, each operator sitting at her regular position at the bench.

- - - -

10:35

L.O: "J.C., were you calling me?"

J.C: "No."

2 has some humorous remark to make about this and calls L.O. over to her position. There she stays until 10:39 talking to 1 and 2.

- - - -

10:55

S.C: "I am leaving, J.C, and probably won't be back until a few minutes before noon."

Afternoon

Inspector 3 is in this afternoon. Group continues in its rather serious mood until after the rest period.

- - - -

2:30

2 and Inspector 3 go out together and upon their return, they talk together for a few minutes.

- - - -

2:46

4: (Commenting about some movie she has recently seen) "I didn't get a kick out of it."

2: "Oh, you don't get a kick out of anything. Every movie you ever saw you say, 'Oh, it is all right.'"

- - - -

D.D.D. 2-24-31 Cont'd.

2:50

2: "Oh, she's nuts." (Referring to 3)

3: "Shut up. You can't say that. You just got back."

4: "She's pretty fresh, I would say, for a stranger. This is only her second day back too. She's talking too much.".....

2: "Yesterday I felt so simple around here - my first day back."

1: (Laughing) "You look it."

Those comments were expressed good naturedly.

- - - -

2:55

2: (To Ins.3) "Did you see Blank?" (naming some movie)

Ins.3: "No."

2: "You wouldn't like it anyway."

4: "Oh, what's the matter with you. You don't like anything."

- - - -

2:58

3: "When do we go down to the hospital - next week?"

- - - -

The operators have very little to say to each other from 3:00 until they stopped working at about 4:11.

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Thursday.
February 25, 1932.

Morning

2 appears very tired and haggard this morning.

- - - -

9:35

L.O. and 5 are still the first ones to return to the test room after going out during the rest period. 5 also continues her habit of placing a tea bag in tea pot. 4 pours the cream for 2 and 3 and herself.

- - - -

9:45

4: "I heard a man say that there won't be any more days off after March 1. They're still laying people off, though."

2: "Who?"

4: "Oh, a lot of married women."

Operators continue to talk about various lay-off rumors.

- - - -

10:30

S.C: (To obs. who has been out of the test room for a few moments) "3 wants to talk to you, don't you, 3?"

3: "Yeah."

2: (To obs.) "I wouldn't talk to her if I were you."

3: "Come here. Hey, give me a quarter, will yah? We're going to buy some bread and jam tomorrow. Chip gave me one too. Go ahead. You've got lots of money. Look at all the suits you have."

Obs: "I haven't any change now, but I'll give it to you this afternoon."

- - - -

D.D.D. 2-25-32 Cont'd.

10:33

2: (To 3) "Don't I look pale?"

- - - -

A steady flow of light conversation between 1 and 2 is quite noticeable this morning. 4 is very quiet and 3 is occasionally included.

- - - -

11:30

4: (To 2) "Let's go to a movie."

2: "I can't."

4: "Why?"

2: "I haven't got no money, unless you want to pay my way in. But you are taking Inspector 3."

- - - -

11:37

2: (To 4) "Do you think that romance will ever bud again?"
(referring to some affair of the past in 4's life)

4: "Oh, it is in full bloom now."

1: "You mean it is in bud now, but will bloom in July."

2: "It's been in bud, bloomed and faded already."

1, 2, 3, and 4 are laughing a great deal at this conversation.

Afternoon

Inspector 3 is in this afternoon.

- - - -

1:15

Observer gives 3 the quarter she solicited this morning.

2: (laughing) "What did you have to do, go home to get it? You know what 3 thought? She thought you weren't coming back this afternoon."

D.D.D. 2-25-32 Cont'd.

3: "Thanks. (As obs. was about to leave.) Hey, 5 wants you."

5: (To obs.) "Have some nuts."

Obs: "All right, thank you. I like nuts."

5: "Take a handful then."

- - - -

1:30

J.C: (To obs.) (Bringing up jar of candy.) "Here, have some.

L.O. wants you to have some."

3: (To L.O.) "Pass the water now, will you? I am getting dry from eating all this candy."

2: "Now is that nice."

3: "Everytime I say anything like that, you say that. Can't I be fooling?" (In loud tone.)

3 goes up to the drinking fountain a moment later.

Obs: "Well, are you going to pass the water now?"

3: "Did you hear me say that? (After drinking) (To rest of operators who are talking loudly) "Hey, not so loud. I can hear you up here."

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3: (To someone who addresses her) "Shut up. I have a black jack in my mouth." (referring to a piece of licorice candy)

5: "Did you ever see a black jack?"

3: "Yeah, my father has one. It's a blue one. (Group laughs): Johnny has a brown one, he showed it to me." (Group laughs again.)

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3:05

Since the lunch hour, 1, 2, 3, and 4 have been constantly chattering, much as they used to before 2 went home ill. At this time they appear to be more subdued.

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D.D.D. 2-2-5-32 Cont'd.

With needle and thread, Inspector 3 is catching up a run in L.O's stocking.

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3:21

3 trills and starts a new outburst of hilarity among the first four operators. This lasts only three or four minutes, however, and then follows a period of silence until after 4:00.

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Observer notes that 2 appears less fatigued this afternoon due largely no doubt to her make-up and a rebirth of her vivacious spirit which has been lost since her illness.

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Friday.
February 26, 1932.

Morning

The operators were very serious and industrious until the beginning of the rest period this morning.

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9:25

S.C: "Well, this is the big bread and jam day. We can partake today without feeling backward, that's certain. Howarth is coming down in about three minutes with some visitor. I don't know who he is, but I suppose I'll have my mouth full of bread and jam when they come in."

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9:31

██████████ and visitor arrive and leave at 9:55.

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9:55

2 and 3 are talking about the cost of the peanut butter, jam and bread.

2: "You guys owe us six cents yet. Maybe I shouldn't be so fresh. I've only been back a week. I've been pretty good this week though, haven't I?"

S.C: "Yes, you have. Say, where do you folks trade anyway that you had to pay so much for bread and jam - Marshall Field's?"

3: "Say, what are you - Scotch anyway?"

S.C: "No, I'm Polish. You know we Polish must stick together, don't you?"

3: "Oh, go on. We know what you are."

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D.D.D. 2-26-32 Cont'd.

10:15

S.C: (To obs. after assisting the latter in recalling part of the above conversation) "I don't know why it is they like to do that. They like to do that. They like to be sarcastic to us. I suppose it's something that makes them feel free although they know that we are studying them and that we are necessarily on a little higher level than they are, yet they know we won't bawl them out for anything they say and they seem to get quite a kick out of kidding. I know 3 got quite a kick out of calling me Scotch a little while ago. I knew she would say something like that and I was fishing for it. Things like that happen every day."

10:30

D.C. enters. He goes to the bench and jokes with 1 and 2 who appear to be quite congenial. 3 is rather sulky and practically refuses to talk to him. 4 replies rather briefly as he stands in front of her position and 5 smiles cheerfully.

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D.C: (To S.C. a moment later) "Say, what's going on in here? Is there any indication of some sort of fight?"

S.C: "Not that I know or."

D.C: "I was just wondering if they hadn't split up into an east and a west faction. When I went over there, 1 and 2 were just as nice as could be. 3 wouldn't talk at all and 4 was very defiant in her attitude. I said to her, 'That's a pretty blue dress you have on' and she said, 'Yeah, and so are the pants.' Now what in the devil made her say that.What did you think of that? (pointing to memorandum entitled 'Summary of Relay Assembly Test Room 1931') Did Davey read it?"

S.C: "No. I thought it was good. Of course I could give a different set of explanations for some of those things myself, but I agree with you."

D.C: "Well, we know now that we could take either side of any question and prove or disprove it-whatever we want."

S.C: "Yes, they say that figures don't lie, but we have shown that we can take a set of figures and prove anything we want to."

D.D.D. 2-26-32 Cont'd.

Shortly after D.C. left the test room, S.C. gave this memorandum to the observer to read and later asked for his opinion of it.

Afternoon

Operators are continuing to work silently and at a rapid pace. D.C. visits with S.C. from 2:35 to 3:05.

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3:15

Obs. and J.C. coerced into finishing the bread and jam. During the conversation about singing and music the following takes place.

2: "What instrument do you play, Dave?"

Obs: "I have forgotten what the name of it is."

J.C: "He plays a sax."

2: "Does he - really? How do you know?"

J.C: "I heard him once."

3: "Oh, go on. He plays a dictaphone."

2: "What are you doing on that dictaphone - taking Chip's place? How come you've got that job? Does your voice record better than his?"

"That's a tough job. You must get tired of looking at the same old mugs day after day, always the same."

(To J.C:) "Go on. Get back to work."

2: "While we work here, you office people loaf. What do you think you are getting paid for?"

J.C: "Well, while you're working you are getting paid. We aren't."

- - - -

3:30

2: (After several attempts to attract 4's attention) "Hey, you don't talk no more."

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D.D.D. 2-26-32 Cont'd.

Very little conversation was heard during the remainder of the afternoon.

GENERAL OBSERVATION

Since 2's return, she has not dominated the group to the same extent that she did prior to her illness. There seems to have been a tendency on the part of 1, 3 and 4 to assert themselves a bit more than usual. Particularly has this been true of 1. She has been a more constant contributor to the general conversation and has even taken the initiative in getting conversation started. Most of her remarks have been in a light vein, although she and 3 are constantly lashing one another with sharp tongues. In the meantime she has kept her production fairly constant.

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Since 2's return, 5 has almost completely gone back to her shell. This is interesting because she was slowly gaining confidence in her speaking ability while 2 was absent.

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There are other vague symptoms of some antagonism in 3 toward the group. In one instance she rebukes anyone who criticizes her, and in the next she becomes facetious in order to cover up her anger.

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RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Tuesday.
March 1, 1932.

Morning

A new inspector is assisting Inspector 1 this morning. I shall designate her as Inspector No. 4. She is off in a corner by herself and there she stays until the beginning of the afternoon rest period at which time she leaves the test room. She does not seem to have anything to do with any of the group save Inspector 1.

9:11

S.C. not having correct change for the Unemployment Relief Fund, gets it from Operator 5.

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9:20 to 9:23

S.C. talks quietly to 2 during this interval.

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9:23

D.C. enters test room. S.C. talks with him for some time and then comes over to Obs.

S.C: "Maybe you know. Is the exemption for single people still \$1500?"

D.C. is talking to 2.

D.C. is primarily interested in printed forms for the production record.

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10:09

D.C. leaves test room.

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10:45

Obs: (To S.C.) "Who was that fellow in this morning who was talking to 5 and Ins. 1, the fellow with the moustache?"

S.C: "That's the new gang boss. He's taking [REDACTED] place. I forget this new fellow's last name. They made a lateral transfer and Johnny took over some other gang and this fellow came in and took over his.....You know we are starting

D.D.D. 3-1-32. Cont'd.

on odd type relays today."

Obs: "No, I knew some change was to take place, but I didn't know when."

S.C: "They finally decided to take the relays to Kearny that were our steady runners. I guess I told you that the other day. We could have kept them here but Pennock and Putnam didn't think it advisable. Now we have twenty different types and we'll probably have anywhere from twenty to forty - all in small lots of fifty or so. Before we only had five types of relays and we got them in five thousand lots. That's going to make some difference. I told the operators about it this morning.".....

"Tomorrow I'm starting on the new job of keeping all production records."

Obs: "Permanently."

S.C: "It looks like it. I will be filling out these new forms. That means watching starting and stopping time, rest periods, relay types and so forth. It's a nice job for somebody to work on steady, don't you think?"

Obs: "Well, I don't know enough about it."

S.C: (Resentfully) "I had better not commit myself. It might be well for me not to say anything about it. I do think though, that a routine job like this would become very monotonous."
(By routine work, S.C. must mean one which gives no variety whatsoever because his work in the test room has been nothing more than routine work.)

Afternoon

1:28

3: "I dreamed I had a new boy friend last night with brown eyes. He was very much in love with me."

1: "That's a lie."

3: "Well, I can dream it, can't I? I was trying to sneak him in." (Where she was trying to sneak him in was not audible)

1: "Why were you going to sneak him in?"

3 explains.

1: "Well, how did the dream end?"

D.D.D. 3-1-32 Cont'd.

3: "You know..... I told someone else about my dream and he got mad. (laughing)

"The other night I dreamed I was running and when I woke up I was all wet."

Operators laughed.

3: "Oh, I was perspiring. Don't laugh."

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1:35

2: (To 4)

"What time do you get up on Mondays now?"

4: "Seven o'clock."

2: "My gosh. I don't get up until ten."

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2:30

Inspector 4 leaves test room for the day.

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3:28

3: (As Obs. passes her position) "Hey, David, take this with you." (handing obs. a sandwich)

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Wednesday.
March 2, 1932.

Morning

9:48

L.O. (To Ins. 1) "It's a good thing there are a lot of stools and what not around here, otherwise I wouldn't have any place for all my layouts."

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9:50

S.C. (To Obs.) "These records sure take a lot of time. I've been on them all morning now."

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9:58

Operators are beginning to work on new types of relays now.

2: (To L.O.) "How does this go now - two on each side? Is that the way?"

L.O. explains how relay is to be assembled.

2: (To S.C.) "I guess I'll need some large insulators on this."

S.C. "I'll have to call up and see if I can get some."

10:00

S.C. calls department for insulators.

S.C. (To obs.) "Doggone, shortage of piece parts now. Just can't get them."

S.C. (To L.O.) "They're promised for this morning."

L.O. "That means tomorrow morning."

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10:20

D.C. enters and talks to S.C., jokes with 2 and waves to 4 who places a forefinger on each side of her head and wiggles them comically.

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D.D.D. 3-2-32 Cont'd.

10:26

D.C. leaves test room.

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10:30

S.C: (To obs.) "Well, my youngster cut his first tooth last night. He gave a couple of howls during the night and we looked this morning, and there it was."

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Afternoon

3:00

D.C., 2 and 4 are having a rather hilarious conversation in which they are addressing D.C. as monkey.

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3:14

A supervisor from 6329 called on telephone to have 5 sent out to him. He means to ask her to take a leave of absence. When S.C. tells her, 5 primps up and leaves a moment later. She seems to know what to expect, but remains cheerful.

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3:22

S.C. leaves test room until 4 o'clock, D.C. taking his place at keeping daily record sheets up.

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3:22

5 returns, laughs and talks to Ins. 1 for a while. In the meantime a great deal of silly chatter between 1, 2, 3 and 4 is gaining momentum.

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3:29

D.C. walks over to 5's position and talks to her for a couple of minutes.

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3:40

D.C: (To obs.) "Well, 5 got her notification that she must take a leave of absence. That may be the cause for some of this horse play between the other operators. Of course they don't know

D.D.D. 3-2-32 Cont'd.

anything definite about it, but they do know that she was out to talk to the boss. She has already told Ins. 1 and L.O."

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3:55

Obs: (To J.C.) "What were the girls talking about out there that was so funny?"

J.C: "Oh, every once in a while they get like that. They get on something dirty like that sometimes. The best thing you can do is not to let on that you know what they really mean. If you do, they won't like it. Just act innocent. That's what I always do. When they get a streak like that, I don't pay any attention to them. If I was of the same sex, it would be different, but being the opposite sex, it just don't go. You have to watch your step. Another thing, don't ever talk about yourself, about what you did last night or talk about yourself at all. This 'I' stuff doesn't go with them. The idea is to give them the first chance when you start talking about anything."

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4:00

Ins. 1 is wrapping up 5's smock.

Obs: (To S.C.) "Does the Ins. get package passes from you and give them out to the operators?"

S.C: "No, not that I know of."

Obs: "I was just wondering because I have seen her wrapping up packages for the operators on several occasions."

S.C: "Well, she may do that, but L.O. usually takes care of it."

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Thursday.
March 3, 1932.

Morning

8:55

A supervisor from 6329 calls on telephone to secure 5's address at which she will be living while on leave of absence. S.C. being out, the Obs. gets this information and also learns that 5 is moving to a new location in DeKalb. (Is this being done for the sake of convenience or to economize as the result of a reduced income?)

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9:05

The D.C. from 6329 comes in to get 5's signature on a leave of absence form. To do this, he called her up to S.C.'s desk. This took only about two minutes during which 5 asked him if she would receive any vacation pay. Upon returning to the bench, she talked to L.O., Ins. 1 and 4.

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9:15

A janitor comes in to sweep up the floor of the test room, forcing the operators from their positions much to their disgust. S.C. then requests him to sweep after 4:15 hereafter.

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9:40 to 10:10

1 and 2 are gossiping with the former monopolizing the conversation.

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10:50

2: (To J.C.) "What did we make yesterday?"

J.C: "I don't know. We really can't tell until the end of the week when we get new rates on some of these parts."

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S.C: (To Obs.) "Well, how do you like your job now?" (S.C. does not seem to be too well pleased with his job of keeping the daily record and this question has arisen from a comparison of this job and the observer's.)

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D.D.D. 3-3-32 Cont'd.

11:10

S.C: (To obs.) "I got some interesting comments from 5 this morning which I imagine will be of interest to you. I'll tell you about them when I can break away from my job long enough."

Obs: "Yes, I am very much interested in that. I imagine you might get some information concerning this during the noon hour."

S.C: "Yes, it seems like I get more interesting comments during that time than any other. I guess it's because they feel freer and are away from their work. I've always made it a point to mix with them at noon. I expect I'll be getting more comments than ever now that I am on this recording job.".....

(I've noticed that 3 seems to be very easily distracted. Quite often she takes her attention away from the job and notices every unusual move made in the test room.)

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Afternoon

2:40

Obs., S.C., J.C. and 2 are discussing hockey and baseball. 2 is an enthusiastic follower of both. She became quite excited in relating her experiences at several hockey games she had seen.

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2:45

D.C. enters and is followed several moments later by two strangers, one of whom is a plant piece rate inspector. They talk with D.C. a few minutes, pointing up toward the ceiling of the test room and around at the sides as though deciding just what has to be done before some change is made. From the following conversation one may judge that the operators have guessed what they are planning to do or had talked about, i.e., painting the test room.

1: "We want this room painted with purple and yellow dots."

2: "No, we want it pink and green."

1: "And we want curtains."

D.C: "Well, I expect that they will be painting the whole thing before long."

1: "Are they going to change these lights?"

D.C: "No, just the wires on them."

D.D.D. 3-3-32 Cont'd.

2: "They ought to give us chandeleirs."

1: "These lights aren't any good. I want crystal ones."

D.C: (To S.C. and Obs.) "How they ache for a home! Did you hear what they wanted?"

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Visits by truckers during the day have increased considerably since so many new types of relays in small lots have been introduced to the test room.

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3:10

J.C. makes a peculiar noise to Obs.

J.C: "That's my motor starting up....I guess the reason why I make funny noises once in a while is because it's the only way I have to express myself. I haven't anyone to talk to like you have up in the office. There you can talk to anyone any time you want to."

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3:35

In Contrast to 1 and 2 who have been laughing and joking together all afternoon, Operators 3 and 4 have been very silent. They have not even paid any attention to 1 and 2 but instead have been concentrating on their work and on two or three occasions, Operator 2 was seen leaning over toward 1 and whispering to her whereupon both would burst out laughing. This is rather unusual because even when the operators speak in a normal speaking voice, they can hardly be heard by anyone in front of the room.

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S.C. spends several moments talking to 5 and Ins. 1. 5 brings up the subject of vacation pay. When S.C. leaves, both seem to be highly amused and 5 is laughing heartily.

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4:10

At this time when the operators are gathered together around the locker, removing their hats and coat, one can very often discern any little antagonism or friction which may

D.D.D. 3-3-32 Cont'd.

have arisen during the day. Very often seemingly idle conversation may be very significant. Tonight the Observer was particularly anxious to note the relationship between Operators 3 and 4 versus Operator 2. Between Operator 2 and 4 there had apparently been no friction, therefore I assume that 4 was quiet for some other less obvious reason. 3, on the other hand, remained silent and had nothing to do with the others as she put on her wraps.

2: (To 3 in a tone colored slightly by sarcasm) "Good night, Pal."

3: (Icily) "Good night."

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2 returns to the test room after punching the clock and waits for her friend, Inspector 3.

2: (To Ins. 3) "Hurry up. I can't get out of this dump soon enough."

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Friday.
March 4, 1932.

Morning

9:05

1 and 2 are talking and laughing together just as they did yesterday.

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9:28

1 and 3 are constantly arguing today. 3 is very curt in her remarks. She finally concludes this argument by shouting "Shut up" three or four times.

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9:35

1 brings in the bread today for the bread and jam sandwiches. 1, 2, 3, and 4 help themselves. This is the only time 3 has anything to do with 2 today. Even here she does not talk to her.

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9:45

3: "Get the peanut butter away. I can't stand the smell."

2: "After she eats like a horse she does that."

3: "You eat like a horse."

2: "Eat like a horse? I only had two sandwiches." (laughingly)

3: "Take it by 1. I don't like the smell. I had one piece and that is enough."

1: "That is too much."

3: "Yeah, on stale bread."

2: (As operators make more and more noise) "Hey, he (D.C.) says you're making too damn much noise."

1: "Shut up. We've been bawled out."

2: "Shut up. He isn't used to all this noise."

D.D.D. 3-4-32 Cont'd.

3: (To 1) "How much did you pay for that bread - three cents?"

1: "No, just as much as you pay. My mother bought it."

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2: "I played bridge again last night and I'm getting worse and worse."

1: "You ought to be good. You're the dummy all the time."

4: "Never again. I trumped a trump or what was it I did?"

- - - -

10:05

L.O. partakes of the bread and jam for the first time.

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10:32

The operators appear to be working very rapidly now.

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11:00

3 seems to be a little more cheerful now and is talking with 4. She had little to do with 1 and 2 however except on the occasion when they were grouped around the bread and jam.

- - - -

11:25

D.C. is pacing up and down in front of the operators and then in back of them. He made several humorous remarks which I cannot hear and then says, "Only saps work."

2: "Why are you working then?"

- - - -

11:30

2: (As D.C. continues to joke with the operators) "Isn't he awful. I never met a man like him."

3: "We all 'like him.'"

- - - -

D.D.D. 3-4-32 Cont'd.

3's attitude toward 2 remains the same as yesterday. She continues to talk intermittently with 4, but disagrees with everything 1 says.

Afternoon

Because of a conference between the observers, interviewers, and Mr. Wright, this observer was not present in the test room this afternoon.

GENERAL OBSERVATIONS

These general observations are actually reflections which pass through the observer's mind from time to time. They will be made at the end of each week and will be composed, not as a result of any one event which has occurred in the test room but rather of a combination of events. There are many observations drawn from the operators' conversation, expressions, etc., which are so vague that they cannot be minutely described. Certain remarks made by members of the group often seem very insignificant until looked at in the light of these various implications which the observer picks up from time to time.

There has been quite an upheaval in the organization of the test room this week. In the first place S.C.'s duties have changed considerably. His reaction to this change is on the whole unfavorable. We must watch to see whether this attitude continues and how much of this is transmitted to the group.

Since 5 is going on a leave of absence, it will be interesting to observe the new relationships which will necessarily be formed. What effect will this change have on this thing called 'effective collaboration'?

Another change which may cause considerable disturbance is the fact that a new operator will be in the group each week to replace the one who is off for a week. A bond between 1 and 2 seems to have grown stronger during the past week. The former continues to be as talkative and congenial as she ever has been. Her behavior has evidently had a very stimulating effect on 2 who was unusually quiet for a few days following her return to work.

3 has been out of sorts almost all week. 1 has delighted in irritating her and there has been some friction between 2 and 3 so that their relationship has been strained. 3 and 4 have been friendly although they have not talked a great deal together because 4 has also been very quiet this week. 4 now looks up from her work and rests on any of the other operators.

D.C. has been relieving S.C. quite a bit this week and has spent many hours in the test room. The group has reacted very definitely to his presence. One can imagine why they have nicknamed him 'monkey.' He has been acting the part of a clown, pacing up and down, joking with the operators, going through comical antics, and maintaining very little dignity. He keeps the operators laughing a good part of the time -- at him however, not with him. We may see what effect this behavior or his in past years has had on present group attitude toward the test room's social groupings, etc. It may also be related to some of the infantile behavior of the individuals in the test room, "the spoiled child" attitude.

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RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Tuesday.
March 8, 1932.

Morning

Operator 5 is absent today. She started on her leave of absence one week sooner than was originally planned. Inspector 3 who worked in 5's place once before when the latter was on a leave of absence is taking her place. There is also a substitute for Inspector 1. Beginning this week, each one of the group is required to take a week off. This means that each individual will be off one week in seven under the present schedule. This plan is being followed in the entire department of 6329. Next week 3 will be off.

There is also another change here. In the rear of the room is a table where the person keeping the daily records is to sit.

9:30 The substitute inspector did not return until the end of the rest period.

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2: (To J.C. as he is returning a handkerchief to his pocket)
"Have you got another one of those diapers?"

J.C: "What?"

2: "Have you got an extra handkerchief?"

3: "You want one?"

2: "Yeah, but I want a big one."

J.C: "What did you do - ride in a rumble seat again last night?"

2: "I don't know why I've been catching colds. I woke up Saturday morning with a big head." (using her hand to describe her head and her throat Saturday morning.)

- - - -

2 and 3 seem to be on more congenial terms today compared to the friction between them last Friday.

- - - -

D.D.D. 5-8-32 Cont'd.

10:05

2 and 4 have been kidding D.C. the latter swears occasionally but apparently in fun in order to stir up the operators.

2: "Hey, you swear too much around here."

In S.C.'s absence, D.C. paces up and down in front of and in back of the operators, joking with them and making faces in an attempt to make them laugh.

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10:25

S.C: "Things have been happening thick and fast this last week. I never did tell you about the talk I had with 5, come to think of it. They are moving, you know. They are moving to a better house in a better location for the same amount of money they are paying now. It's a double house. One party is in the back part and they are going to be in the front part. Everything is going to be better for them - the garage facilities and it will be a great deal more convenient for her husband. Then too, the neighborhood they were in was made up almost entirely of Finns, and she didn't like them because very few of them spoke English. In the neighborhood she is going into they are all English speaking people. Then she will be able to have her own flowers and shrubs, etc.

"Another thing, she was asking about her vacation pay. Well, she got that. That was one reason why she left so soon. You see the department wanted to show a saving as soon as possible. In order to do that they had to give her a leave right away considering that they were giving her two weeks vacation. She really wanted to work this week because of the moving expenses, but I guess that was offset when she learned that she was getting her vacation pay. She told me that she told the Foreman that if she didn't get her vacation pay she wouldn't come back to work. She said she wouldn't work for such a company if they didn't pay her vacation money. I guess hereafter we must get together on the same day if something like that comes up again so we will get it more accurately. As it was, I guess neither one of us could make it. Then too, Miss Rousseau didn't know about 5 leaving and wanted to interview her before she left."

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10:34

1 has been talking incessantly.

3: (To 1) "Aw, shut up."

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D.D.D. 3-8-32 Cont'd.

Obs: "1 has been sort of taking the lead, S.C."

S.C: "They're all going good. They all did very well considering the changes that took place last week. We paid them 95%. That is only a drop of 5% from the week before. That is one of the big reasons the Operating Branch gives for not being able to raise their production. They blame the constant change in type. Of course that may be true here too. We don't know yet. It's only had one week's trial. It looks like they might keep it up."

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10:35

1, 2, 3 and 4 are talking about the movies.

- - - -

11:00

The operators have quieted down considerably.

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11:23

2: (To D.C. who has been standing behind the operators for several minutes at a time and making remarks in an effort to make the operators laugh.) "Aw get out of here. For Pete's sake." (Good naturedly)

- - - -

11:42

S.C: (Who has been dictating on the ediphone for some time) "I feel like I'm getting a heck of a lot done this morning for the simple reason that I am getting caught up with my work instead of sitting over there (pointing to table in rear of room) with the time going by."

Afternoon

2:50

2 makes some remark which D.C. hears.

2: "Look at the funny man back there. Don't turn around because he may scare you. I think he hears everything - even what he shouldn't hear."

D.C. makes some comment.

2: "He called us tough - he's tough."

D.D.D. 3-8-32 Cont'd.

3: "He's been awfully fresh to me."

2: "Yes, he's too fresh."

3: "Why do you wear yellow shoes, Hi?"

2: "They aren't yellow, they're orange."

"My, how we're talking to the boss. I'll bet he'll give us a week off."

All operators laugh because 2 has reference to the fact that they already are going to get a week off.

2: "Why do we have to take a week off one at a time? Why can't we all go out together? The way it is, I'll be off one week and 1 will be off the next. How can we be ourselves?"

2 ←→ group +
Change

- - - -

A young man comes in with rather unusual trousers which are cut in an odd manner. It gives him an effeminate appearance.

2: "He ought to have skirts on."

3 laughs and 2 realizing that she spoke louder than she intended to, covers her mouth with her hand impulsively.

- - - -

3 is talking to 2.

I wonder if D.C. hasn't been partially responsible for this reunion. They are both rather easily moved to laughter and having the same thing to laugh at are brought a little closer together.

- - - -

3:40

comes in the test room.

(To S.C.) "I think the relays are piled rather high in the chutes. Well, I don't know enough about it, but it looks like it."

J.C: (Overhears this and after stacking the relays turns to S.C. and says) "What did he say?"

S.C. explains.

D.D.D. 3-8-32 Cont'd.

J.C: "I know it. I wanted him to hear that."

J.C. was rather hurt because he is so conscientious in his work that he detests having anyone think that he would neglect any of his duties.

- - - -

3:45

D.C. has been dropping a few hells and damns here and there all afternoon, thus instigating the following conversation.

4: "I'll bet if he had a kid of his own and didn't like it he would say, 'To hell with it.'"

2: "He'd do like [REDACTED]. You remember he said once when he was talking about his son, 'If I don't like it, I'll get me another one.' Imagine that, get me another one."

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Wednesday.
March 9, 1932.

Morning

9:02

Paymen enter test room. As 2 returns to her position, D.C. pokes her in the side.

2: "Hey, Monk."

D.C: "All right, Dago."

2: "Hey, you Scotchman. Don't call me a Dago."

D.C: "Aren't you?"

2: "No, I'm a Wop. (To 1) There wasn't much to my check with two weeks insurance and two weeks stock deductions. That leaves me about enough to buy my tooth picks with. I'll be able to feed my pelicans now."

- - - -

9:13

Hereafter substitute operators will be designated as, for example, 5A. At this time a relay sticks in 5A's chute.

D.C: "Who the hell's is that?"

Operators all draw in breaths sharply in mock surprise.

2: "What? Hey, we can't stand for that. We don't like it."

- - - -

9:34

D.C: (As 4, returning from rest period places the tea bags in the hot water) "Are you taking 5's place?"

4: "No. I'm here first."

- - - -

9:48

S.C. makes some remark to D.C.

4: "What are you doing - trying to get a drag?"

2: "I'll bet that they kiss themselves goodnight. Listen to me - ~~Each~~ ~~Each~~ each other!"

- - - -

D.D.D. 3-9-32 Cont'd.

9:50

D.C: "I'm going to take all these janes and have a Sunday School class."

2: "Janes. Where do you get that stuff? What are you going to teach?"

D.C: "I'm going to teach you all about the Bible."

2: "H - E - L - L is what you would teach."

3: "Yeah, every second word is a hell."

- - - -

10:40

2: (To D.C.) "How long have you been down here?"

D.C: "Five years."

2: (To group) "Did you hear that? More and more bad news is going to be down here every day." (jokingly)

- - - -

10:55

2: "Let's have a movie of our own."

1: "Hi can be Clark Gable."

2: "No, like Wallace Beery."

1 suggests some part for 3 to play.

4: "You let 3 out of this."

1: "Why?"

4: "She can be all the angels."

- - - -

11:30

J.C: (To Obs.) "It sure seems funny not to be taking readings. They've taken practically all of my work away from me and I am so used to being busy that I don't know what to do right now."

- - - -

D.D.D. 3-9-32 Cont'd.

D.C: (To L.O.) "Have the girls been told yet about not eating lunches at their benches?"

L.O: "No."

D.C: "Then I won't tell them."

S.C. later explains to obs. that 6329 has been given instructions to keep the operators from eating their lunches on their work benches. The reason for this is to eliminate any possibility of contaminating the parts of the relays while in the process of being assembled. 6329 has not observed this as yet.

Afternoon.

The group was very quiet in the early part of the afternoon and at 2:30 made a hospital visit.

- - - -

2:30

J.C. tells Obs. further about his interest in music and also how, during his spare moments, he has read many of the articles in the test room files as well as four or five books in the 6088-1 library. Although his education has been comparatively meagre, he has struggled through two or three psychological books. What part did the test room organization play in stimulating his interests in certain fields? What part did his own initiative play?

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Thursday.
March 10, 1932.

Morning

The conversation of the operators which is usually easily heard is not quite audible this morning due either to the noise in the department or to the force with which the operators are speaking.

- - - -

Operators 1, 2, 3, and 4 seem to be a good deal more congenial today, much as they were prior to 2's illness. 5A seems to have a rather quiet disposition and seldom talks while she is working. She is very pleasant, however. 3 is also more cheerful than she has been for some time and whatever disagreements there may have been between 2 and 3, apparently have been settled. None of the group really opened up until after the morning rest period. The substitute inspector very seldom says a word to anyone but always seems intent upon her work. L.O. does not side with anyone as yet.

- - - -

D.C. is very subdued this morning and has almost nothing to say to any of the operators.

Afternoon

- - - -

1:30

Operators 2, 3 and 4 have been joking quietly among themselves when suddenly 3 calls out, 'Doctor Peterson.'

2: "S.S.SH."

- - - -

1:35

3: "It's hot in here. I want some air."

2: "It's cold. Shut up."

3: "Shut up. You've got a cold. Shut up."

- - - -

D.D.D. 3-10-32 Cont'd.

2:45

2 and 5A are having dinner together tonight at the former's home. 4 has an inkling that something else is in the wind.

4: "3 and I will be over tonight."

2: "No, I'm having company."

4: "Who are you having over?"

2: "Oh, some refined young ladies."

Note that all this is in a rather gay tone.

4: "Oh, I see."

2: "Oh, you girls can come."

4: "No, I'm sorry. We're engaged this evening."

2: "5A is just coming over for dinner tonight."

4: "Oh, we don't want to go to your party anyway."

2: "There's no party."

3: "5A treats everyone the same. She's a great kid."
(I couldn't determine whether ^{or not} this was said sarcastically.)

4: "Yes, she's almost as good as we are."

2: "Anyway, do you kids want to come over tonight?"

4: "No."

3: "Yes."

4: "Are you going to break your engagement?"

3: "Well, I want to help 5A out. She is the only refined lady who will be there."

- - - -

2:55

3: "I'm gaining weight, ain't I?"

4: "Sure."

D.D.D. 3-10-32 Cont'd.

3: "Will I gain the next time I go over to the hospital!"

4: "Sure."

2: "Are you getting thick?"

3: "Not thick, heavy."

- - - -

3:00

3: "I need air. (To J.C.) Will you give me some air?"

- - - -

3:10 to 4:00

Operators quiet. The D.C. from 6329 comes in around 3:25, and stays until 3:35. While he is in, 2 calls L.O. over to her position. It looks very much like she is asking the latter what D.C. has had to say.

- - - -

3:50

S.C. has been talking to obs. about the latest rumors about Plant activity.

S.C: (To 3) "What are you looking at?"

3: "Are you talking about me?"

Obs: "Sure."

S.C: "Well, it wasn't anything bad."

3: (Makes a face at him) "It couldn't be."

S.C: "You know I looked at you twice." (From this I judge that 3 is very conscious of people outside of her own group watching her, S.C. in particular)

RECORD OF OBSERVATION

Relay Assembly Test Room
 Recorded by: D. D. Davisson

Friday.
 March 11, 1932.

Morning

Because of the trouble with armatures sticking, 6329 has been ordered to take extra precaution in preventing dirt or grease from accumulating on any of the relay piece parts. In doing this, the benches and tools are thoroughly cleaned with carbon tetrachloride. The operators are not allowed to eat their lunches at their benches unless the latter are covered with newspaper, also after eating they are required to wash their hands before commencing to work. This procedure was also followed by the operators in the test room.

According to S.C., all relays now under construction and many already in use may be junked. This is the result of using a metal which has been corroding very rapidly.

- - - -

8:45

2 seems very preoccupied this morning and smiles only with great effort.

- - - -

9:10

D.C. is talking to 5A and the substitute inspector for a few moments.

- - - -

9:30

Obs: (To S.C.) "If all of these relays are junked, what will it mean to the operators?"

S.C: "It probably means there won't be any work for them the first part of the week. Of course they may have them come in and dismantle some of the relays which have already been assembled. I won't know definitely about this until later. They are supposed to make a decision on it next Monday."

- - - -

9:35

During the rest period, the group divides itself into three sections made up of 1 and 2, 3 and 4, and 5A and L.O. The substitute inspector does not return until the end of the rest period.

- - - -

D.D.D. 3-11-32 Cont'd.

9:46

In talking to J.C., 2 appears very pessimistic. I could only pick up a few words of the conversation, 'sick and tired' and 'commit suicide'.

- - - -

9:48

D.C. checks up on hours or sleep this morning.

3: "That's the first time I've had eleven o'clock on there this week. Isn't that good?"

D.C: "Yeah, that's pretty good. Pretty soon you will be perfect." (all laughed but 2)

- - - -

10:50

3 is in high spirits. By saying the first thing that enters her head, she has everyone laughing, even L.O. and 2.

- - - -

11:13

S.C.2 calls S.C. on the phone. He has just received information that the job is to be stopped until Tuesday and from then on, the operators will probably be compelled to dismantle those relays already assembled. All operators will be sent home this noon.

- - - -

11:25

When S.C. gives this news to the group, they are all startled. 1 chews her lower lip for a moment, 2 seems to turn a bit more pale, 3 and 4 have blank expressions on their faces, but are soon laughing it off. 5A and the substitute inspector sit looking aghast.

- - - -

11:41

3 is telling 4 about some girl in her neighborhood who was in an accident and had a leg and an arm broken and her skull fractured. 3 is not quite so gay now.

- - - -

D.D.D. 3-11-32 Cont'd.

11:45

5A gives her lunch to S.C.

3-10

UNIVERSITY OF WISCONSIN - MILWAUKEE

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Wednesday.
March 16, 1932.

Morning

The observer spent only a few minutes in the test room yesterday.

Because of last week's delay there are no substitute operators in today.

- - - - -

9:14

3: "I've got cold chills on my back."

2: "Chills on your back!"

3: "I've got chili con carne on my back."

Operators laughed.

- - - - -

9:23

2: (To J.C) "Close the windows, will you? The girls are all getting cold."

J.C: "What's the matter? Aren't you drinking eggs any more?"
Fresh eggs from the country?"

3: "I don't drink them. What's it to you what I drink any way?"

- - - - -

9:32

Before leaving the test room, Inspector 1 places the tea bags in the hot water.

- - - - -

9:43

Because of a new rule compelling all operators to wash their hands before resuming work, 5A rinses her hands in the drinking fountain. The others run outside.

- - - - -

9:45 to 10:15

1 is talking constantly to 2.

- - - - -

D.D.D. 3-16-32 Cont'd.

10:25

3: (Singing) "I'm cold."

4: "So am I."

- - - -

2 complains about the shortage in her pay caused by being off last Friday afternoon.

2: (S.C.) "We want to work Saturday."

S.C: "Out in the department with the others?"

2: "Certainly, and all day Sunday too. We would get double time for that."

4: "And Monday too."

2: "Sure, sure."

4: "I am going to be off tomorrow morning too."

2: "Not us. We're not."

S.C: "Are you going to get married?"

4: "Yeah."

S.C: "Well, it's about time."

4: "What do you mean about time?"

3: (To Obs.) "Hey, congratulate 4. She's going to get married tomorrow."

4: "Yeah, I'm getting married in the morning and I'm coming back in the afternoon."

S.C: "You aren't going to be gone all day?"

2: "No, she'll be back in the afternoon." (From this comment and 2's request to have the windows closed a little early it appears that she is beginning to act as spokesman for the group again.)

- - - -

10:43

D.C. has been out of the test room for a little while.

D.D.D. 3-16-32 Cont'd.

D.C: (To S.C.) "Well, what has happened while I was gone?"

S.C: "Nothing."

D.C: "(In a voice which all can hear) Has 2 been talking a lot?"

S.C: "Not so much. She has been telling how good looking these twins were that she is supposed to look like."

- - - -

10:44

1: "Hi was out for a smoke."

2: "Yeah, get away from here. You smell bad."

- - - -

10:51

2 talks to L.O. in a voice which is intentionally muffled.

- - - -

11:00

The painters have practically finished the rest of the building. One of them comes into the test room to start preparing it for painting.

- - - -

11:15

3 laughs loudly and 2 laughs with her. 2 and 4 are giving 3 advice about her boy friend, Johnny. She appears to be unconcerned. I believe the loud laughter had something to do with this subject.

- - - -

11:30

The operators have all been laughing quite a bit and chiding D.C.

D.C: (To Obs.) "You know that blank blank childish chatter gets on your nerves after listening to it all day long."

- - - -

2: (To 4) (In a dreamy voice) "Do you have a longing for the Aragon?"

D.D.D. 3-16-32 Cont'd.

4: "Yeah."

2: "With all the lights and everything."

4: "Yeah, do you?" (I could not hear 2's reply. Her question was no doubt motivated by the fact that they had not been going there together for some time. Lent is probably responsible for this.)

- - - -

2: (To 4) (Terminating the discussion in which they make some plans for Saturday night.) "How do you know we'll live until Saturday night?" (The answer could not be heard.)

- - - -

Afternoon

Stays for a few moments after lunch. The operators are quiet during the early part of the afternoon. 1, however, is still talking a great deal to 2 who merely listens. 5A is particularly quiet as is Inspector 1.

- - - -

2:20

2: (To S.C) "If we work next week-end, do we get a bonus?"

S.C: "A bonus? What do you mean?"

2: "How will we get paid?"

S.C: "You'll get paid average hourly earnings."

2: "80 cents an hour?"

S.C: "Yes, but you won't be working Sunday. I'm pretty sure."

S.C: "Oh, we don't want to anyway, just Saturday and Monday."

2: "That would suit me. I haven't anything to do next Monday anyway."

S.C: "You haven't?"

2: "I never have.....And if we do work, I'll be able to buy a new Easter bonnet. Oh, boy!"

- - - -

D.D.D. 3-16-32 Cont'd.

3 and 4 have been "riding" 1.

2: "You lay off of 1."

4: "I'm not on 1."

- - - -

2:40

S.C: (To Obs.) "I have something which may interest you - which will interest you. Yesterday noon, 1, 3, and 4 were gathered around 2's position looking at a letter. I didn't pay any attention at first, thinking it was a magazine. They often do that, you know. They went away for a while and left the letter there. I saw that it was a personal loan form. It was issued by some Personal Loan Bank, I don't know which one. Later 2 borrowed my pen and had 1 sign it. As near as I can make out, 1 is a co-signer with 2 on a personal loan. Of course getting money from these loan sharks is bad business. I didn't let on that I noticed what they had there or I wouldn't have seen as much as I did. It fits in with the remark D.C. heard this morning. 2 said to somebody, 'I would like to borrow two thousand dollars.' Some way or other this seems to be related to what happened yesterday. I don't know whether any of the others signed it, but I do know that 1 did. She signed it down at the bottom of the page just about where you would sign one of those loans."

(I wonder if this is not also related in some way to the last paragraph in which 2 protects 1.)

- - - -

2:50

2: (To 3 who has been chattering rather foolishly) "Oh, talk sense."

- - - -

2:55

A painter enters the room and looks around.

3: "It would be nice if we could have a shower in here."

2: "What for? Would you want to take a shower every night before you go home?"

- - - -

3:40

S.C.2 enters the test room and a moment later picks up the phone to make a call.

D.D.D. 3-16-32 Cont'd.

S.C.2: (To obs.) (sarcastically) "It's a hard job you fellows have in here."

- - - -

(I have been watching 5A. She works steadily all day long and seldom speaks to any of the other operators and seldom even raises her head. One can easily ^{see} ~~say~~ that she is pressing for output. Although her movements are rapid, they are not as free and easy and relaxed as those of the other operators.)

- - - -

3: (To 1) "You know what I'm thinking of? You wishing that it would rain on my wedding day."

2 laughs.

- - - -

4:00

The air has been rather balmy today for the first time in years.

3: "My that air is good. It is just made for love."

2: "I wish I could get that feeling. I am dead - so dead."

3: "In a month from now you will feel it. Those are the days meant for love."

- - - -

It begins to look like L.O.'s closest friend will be Inspector 1.

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D.D.Davisson

Thursday.
March 17, 1932.

Morning

The operator who took 2's place several weeks ago when she was ill, is substituting for 4 today. Judging from her conversation yesterday, 4 is acting as a pallbearer at some funeral today. She was never very serious when referring to this event yesterday, so I conclude that the funeral is not for a very close friend or relative.

- - - - -

8:45

I have noticed that 1 and 2 have been having a daily laugh at my expense as I enter in the morning. I believe this has something to do with my clothes, but I'm not certain.

- - - - -

8:55

S.C: (To D.C.) "Well, have you lost your department yet?"

D.C: "No, that will happen April 1st."

D.C. and S.C. talk about a speculation they are making in the stock market.

- - - - -

9:02

3: "Hey, Davey, where's your green tie today?"

Obs: "I forgot it."

3: "Aren't you Irish?"

Obs: "Sure."

3 shakes her head negatively.

- - - - -

9:07

The painters are cleaning the ceiling overhead preparatory to painting it. The table at which D.C. has been sitting is in such a location ~~that~~ a great deal of this has been falling upon him.

D.D.D. 3-17-32 Cont'd.

D.C: "I have an idea." (He pulls table away from the wall where the dust will not bother him.)

- - - -

9:14

S.C: (To obs.) "Well, I'm going coil hunting. We are running low."

- - - -

S.C: (To L.O. a few moments later) "Well, we will get 450 of them by ten o'clock."

D.C: (To obs.) "I hope the blank blank blanks have to be sent home." (referring to the operators)

(I believe this remark was stimulated not so much by the operators as by the fact that D.C. has had to keep the daily output record. Every day something different is irritating him.)

- - - -

9:40

Unseen to the observer, one of the operators makes a soldier's hat out of a napkin and places it on 3's head. She leaves it there for two or three minutes while the others laugh at her.

- - - -

9:44

3: (To group) (jerking her head toward the washbowl outside of the test room) "Come on." (the others do not wash their hands, however)

- - - -

9:46

2 hurries back to her position and apparently makes some blunder as she prepares to assemble a relay.

2: "Well, haste makes waste."

- - - -

A shower of dust comes down about this time and D.C. moves away.

2: "You are lucky. You can move. We have to sit here like boobs."

D.D.D. 3-17-32 Cont'd.

1: (laughing) "We ought to get umbrellas."

- - - -

9:50

Something went wrong with 2's automatic screw driver and S.C. replaced it with another which he got out in the department. With a change of expression on her face, 2 makes a great deal of fuss about this second screw driver.

2: "Gee, it's stiff. If I keep on using this, I'll break my neck."

1 offers some suggestion.

2: "Shut your -----" (She does not complete the expression and continues to pout.)

- - - -

10:00

2 is now singing. (It is interesting to note here how rapidly 2 changes from one mood to another.)

- - - -

10:10

3: (To J.C) "Need air." (It would seem that 3's interest in good health is becoming partly obsessive. She is almost always the one to suggest opening the windows.)

- - - -

10:14

2: (To 3) "Have you had enough air?"

3: "No."

- - - -

10:18

2: "Men are wonderful when they are single. I guess women are the same way. Men tell women how wonderful they are until they are married and then!"

3: "Marriage is an eye-opener."

- - - -

D.D.D. 3-17-32 Cont'd.

10:19

2: (To S.C.) "Is this the only automatic you could have got?"

S.C: "I tried eight or nine and that one is the best of the lot."

2: "It must be the worst. It's going to break my neck yet."

- - - -

10:20

2: "As we were saying about marriage." (Operators continue to talk on this subject, but I cannot hear the conversation)

- - - -

10:22

2: (To 3 who has been talking rather loudly) "S-S-SH."

3: "Oh S-S-Sh yourself."

- - - -

J.C: "Are you girls going to keep quiet next Friday?"

3: "No, why?"

J.C: "I thought maybe you might keep quiet for one day."

3: "What's the matter? Are you tired of keeping the History Sheets? Are you that far ahead already?" (Operators all laugh.)

2: (to 3) "Say, you're pretty witty."

3: "Every time I get a compliment from you, I almost fall off my chair."

- - - -

10:47

The collector for an unemployment relief fund enters.

2: "You'd better take a vacation." (This remark also seems to be in line with 2's financial difficulties.)

- - - -

10:55

2: (To S.C) "I wish you'd look at this automatic, Chip. The reverse won't work." (Again she pouts and appears pained.)

D.D.D. 3-17-32 Cont'd.

About two minutes later, 2 is singing some song which she has composed herself on the spur of the moment.

- - - -

11:00

3 throws something at J.C.

J.C: "I saw you that time."

3: "Why are you looking at me?" (She appears very serious and her face reddened.) Everytime I does something I get the blame for it."

- - - -

11:05

While placing completed relays in a box, J.C. talks to 3.

3: "Oh, shut up and get out of here. I don't like you!" (emphatically)

- - - -

11:19

3 has been talking about a young man who is going around with some friend of hers. He works in a five and ten cent store which calls for a comment about "A Million Dollar Baby in a five and Ten Cent Store."

2: "I wish I had a million dollars."

3: "You already had." (The significance of this remark was lost to the observer.)

- - - -

11:24

S.C. returns from 6329 with another automatic screw driver for 2. She uses it and although it is apparently satisfactory, she makes no comment about it until S.C. asks her how it is.

- - - -

J.C: (To Obs.) "Have you heard 3 talking very much about getting married?"

Obs: "No."

D.D.D. 3-17-32 Cont'd.

J.C: "I thought you might be interested in it. All day Tuesday when you weren't here, she and the rest of the girls were talking about the wedding and getting married and the wedding gown and all that sort of thing. All day long it lasted. That was about the seventh or eighth time I heard her talk about getting married. I suppose she and Johnny are going around together again."

- - - -

2:15

J.C: (to Obs.) "Say, Dave, why wouldn't it be a good idea if you were studying the sociological relationship of the girls to put 2 out in the department for a while since she is recognized as the leader, or I would rather think of her as the driver because she is always driving the other operators, it might be interesting to see what the group would do if she were gone?"

- - - -

2:44

J.C. leans too far back in his chair and falls over backwards. 3 laughs unkindly. The other operators laugh also but they are more sympathetic.

- - - -

3:05

Interviewer calls on the telephone and asks for 3. As S.C. approaches the bench, 3 seems to have a premonition that she is to be interviewed.

3: "3 isn't here."

2: (sourly) "I thought you'd given that up."

3: (To S.C.) "Dast I wash my hands by the men?" (referring to the washbowl used by the men in the next building)

S.C: "I don't care."

3: "Can I?"

S.C: "Sure. Do you want me to go with you?"

3: "All right. If they kick me out, I'll tell them to come in here and see my boss."

S.C: "O.K."

3: "Then my boss will take the blame."

D.D.D. 3-17-52 Cont'd.

2: (spitefully) "Oh, shut up."

3: "I guess I can talk if I want."

When 3 returns, she talks to 2 in a low voice as she powders her face. (They seem to be talking about interviewing.) After 3 leaves, 2 continues to appear cross. She talks to 1 for three or four minutes in a voice which cannot be heard by the observer.

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The group is comparatively quiet for the remainder of the afternoon. We miss 3 because she had been laughing and trilling all day long.

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3:45

2 is humming to herself.

- - - -

3:51

In a spirit of conquest J.C. enters test room and announces that the percentage figures for Tuesday were 97.5. S.C. immediately announces it to the operators and compliments them. They are all pleased and 2 smiles gratefully.

S.C: "We are going to try and get them (figures) the day after from now on so that you can know rightaway."

- - - -

3:56

J.C: (To obs.) "Did you hear that conversation a while ago? The sub-operator was saying how different the bosses are out in the department now. She said they don't care whether the operators make their rate or not. 5A said that since the conferences started for supervisors they've been a lot better. He used to bawl them out the first thing in the morning if they didn't make their rates. Now they say nothing and the girls do twice as much work.

"I've seen comments like that before in some folder about supervision, but I never got it before in here. Of course the girls have been here so long that they don't talk so much about supervisors out there any more. If I were still taking comments, I would have put it down. Of course I know that you are doing it a lot different than we were, but I thought you might use it."

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D.D.D. 3-17-32 Cont'd.

4:07

S.C. gets the figures for yesterday over the phone.
The operators are even more pleased when he tells them they
made 93.7.

- - - -

4:14

2: "Good-night, boys, good-night, Hi." (No answer from the
latter.) Say, what is the matter with that guy?"

S.C: "Why?"

2: "One day he falls all over us and the next day he throws
us over his shoulder."

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Friday.
March 18, 1932.

Morning

Some of the noise of the department outside is deadened by the canvas which the painters have put up to protect the people below from splashing water and paint.

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8:51

The operators are having a discussion about Columbus and the Discovery of America.

- - - -

9:10

1, 2, and 4 are "riding" 3 about being lazy and hating to walk now that she has ridden in her boyfriend's car.

- - - -

2: (to 4) "How were the pallbearers yesterday?"

4: "Oh, they were keen looking."

2: "Did you make any of them?"

4: "All of them - all but six. They were blondes too. They looked like big Swedes."

A few moments later 3 is talking about her wedding.

2: "I stood up for one last year and for one this year. I wonder if I will do it again next year."

3: "At my wedding I am going to do like the Dagos do. I am going to have a room in the basement, and when you come if you give me a five-dollar bill I will give you chicken to eat, and if you give me a dollar I will give you sausage."

This kind of conversation continues for about five minutes.

2: "How silly! Let's talk about something better - the depression or something." (She laughed) (The interesting thing is that 2 has her say in controlling the conversation.)

D.D.D. 3/18/32 Cont'd.

3: "I like to talk about.....(the rest of the sentence couldn't be heard) It takes a load off your head."

2: "Off your head!"

3 and 4 spend about five minutes talking about funerals, embalming, etc.

2: "A very appetizing subject!"

- - - -

9:35

1 brought in a box of crullers and shared them with everyone in the test room.

- - - -

9:54

3: "Have I got holes in my stockings! I won't show you them. It might embarrass me."

1: "That's from walking last night. You had better buy some."

3: "No, I ain't going to buy none. I'm going home like this."

- - - -

10:07

4: "I saw (named a movie) yesterday."

2: "How did you like it?"

4: "(indifferently) All right."

2: (imitating her) "All right."

- - - -

10:15

The painters up on the rafters have quite an audience in the operators as they sing, laugh, and joke in various languages.

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10:55

2: (To 4) "Let's talk about something - about your funeral. What kind of ditch did they have?"

D.D.D. 3/18/32 Cont'd.

4: "It was nice - a nice lot."

2: "We still have two places left on our lot."

Operators talk about family lots, funerals, etc.
for a while and then all is quiet until about 11:15

- - - -

11:25

2: (laughing) "I asked me what color dress I would wear if I died. I said, 'What color would I look best in?'"

4: "You'd look best in brown."

1 and 4 carry conversation on.

3: "Shut up, all of yez."

2 talks about what she will leave each of the operators when she dies. They in turn discuss what they want her to give them in the way of wearing apparel, etc.

3: "Now all you have to do is die."

4: "What are you going to leave your babies?"

2: "Oh, yes, my babies. Oh, I will leave them my insurance. And I want all of you girls as my pallbearers. What a pleasant subject! What if it should happen?"

- - - -

11:45

S.C. accompanies obs. upstairs.

S.C: "How do you think D.C. likes his job now?"

Obs: "What do you think?"

S.C: "I think he is tired of it. What made me ask or made me think of it was that S.C.2 asked me this morning why he was looking so glum and grouchy lately."

- - - -

Afternoon

1:05

3: "I'm sick. My bellie hurts. I guess it must be from 1's crullers. I ate about ten of them."

D.D.D. 3/18/32 Cont'd.

4: "She ought to be sick."

- - - -

2 seems to be quite happy today. Now she is singing.

- - - -

4 calls 2 down for using some slang which the observer did not hear.

2: "Why that's the first piece of slang I have used in two days."

1: "Piece of slang!"

4: "Yeah."

2: "I was good yesterday."

4: "You were?"

2: "Don't argue with me."

4: "I never argue with you."

- - - -

3 is talking about her wedding again and the others soon join in the conversation.

- - - -

4: (To 2) "Are you going to get your hair fixed this week?"

2: "Next week. I was going to this week but these guys have been painting and it's too dirty."

3: "I want to get a permanent wave. Then after I get a permanent I want to have my hair fixed for my wedding."

2: "Do you want me to fix it for you for your wedding?"

3: "Sure. You can wash me too."

- - - -

2:00 to 2:25

The observer leaves the test room during this interval while the air is full of dust stirred up by the painters.

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D.D.D. 3/18/32 Cont'd.

2:50

D.C. tells S.C. that the group will work next Monday. The former tells Inspector 1 and 3 asks 4 to find out what he said. 3 then relays it to 1 and 2.

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2:56

D.C. suddenly jumps up from his table as some paint or water is splashed down on him and vehemently exclaims, "The dash the, damn it!"

Ins. 1: "You cut it out now."

The rest of the operators look around but say nothing.

- - - -

The plan had been for the painters to paint the test room when the operators were absent Monday. Because of the arrangement of the test room, this corner will necessarily be extremely dirty when the painters start in it. S.C. gives the operators their choice of working or staying at home. They do not hesitate in accepting the opportunity to work Monday in spite of the disagreeable atmosphere they will have to work in.

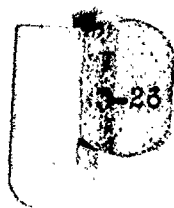
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3:20

4 leaves to be interviewed. She leaves a few moments late because of repair work she has to complete.

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S.C. has arranged a schedule whereby each operator will have certain types of relays to work on each day or each week. Next week, for example, 1 and 2 will work only on two types of relays. They will start out in the morning with one type and change to another following the morning rest period. Similar changes will be made in the afternoon. The other three operators will take care of the odd types of relays. At the end of a month, operators 3 and 4 will be put on this same schedule and 1 and 2 will help take care of the odd types of relays. When S.C. announced this to 1 and 2, they immediately wanted to know why, although little inconvenience was brought to them. They were probably more opposed to the change in their regular routine.



RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Tuesday.
March 22, 1932.

Morning

The test room is very much like a small night club today, lacking only an orchestra and dining room tables. The entire top is covered with a huge canvas above which the painters are working. We depend almost entirely upon artificial lighting and because the windows cannot be opened the air is very close. Also, most of the noise of the coil winding machine is eliminated because the test room is covered with this canvas. The entire arrangement seems to make the test room seem more compact and brings the individuals closer together.

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Inspector 1 has another assistant today. She works alone and has nothing to do with anyone besides Inspector 1.

- - - -

S.C: (As Obs. enters) "Well, I see you have your English walking suit on today."

2: "Another suit! My goodness! You must have the bucks, have you?"

Obs: "One or two."

2: "If you have the bucks, we'll hang on to you. We can't let anybody go by who has the bucks."

3: "Maybe he hasn't got the bucks, but he has the suits."

S.C: (five minutes later) "They have been bragging me up this morning. They told me I have a keen mind. That's a compliment from any woman, isn't it?"

- - - -

2: "It's hot in here. We can't work."

4: "Shut up. My hands are cold."

2: "Well, the sun is shining through the window on us - on 1 anyway. Maybe not on you." (2 again defends 1)

- - - -

D.D.D. 3/22/32 Cont'd.

S.C: (To Obs.) "You should have been here yesterday. Several times I was wishing you were here. 1 and 5A both know the wife of this gangster, Frank Batagglio, who was killed the other day. It was quite interesting. That's all I can think of right now. Of course there was quite a disturbance in the test room when the painters hung up this canvas. It was just as dirty as it could be in here. You know how it was Friday, well, it was a lot worse than that."

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Until 11:00 the operators talked on many different subjects ranging from the difficulties they had getting to work through the heavy snow drifts to a discussion of swimming lessons.

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11:05

3: (to 2) "Do you know where that nut house is on Crawford?"

Neither 2 nor any of the other operators knew where this place was.

1: "Why, are you going there?"

3: "I'm going to visit someone. I'm going to visit you."

1: "You go there and I'll visit you."

3: "No, you! You! You!"

2: "There it starts." (1 and 3 spent one or two minutes in attempting to prove that 1 was "nuttier" than the other.) It sounds like a kindergarten here.".....

3: "I know an old lady who has gone insane."

2: "I know lots of them."

3: "Yes, you and 1."

1: "What's the matter with the lady?"

3: "She went insane, I told you. Stop laughing."

1: "I'm not laughing at that. That's serious."

- - - -

3 blows her nose.

D.D.D. 3/22/32 Cont'd.

1 & 2: "Honk! Honk!"

3: "They won't even let me blow my nose in peace. I've got something in my nose that won't come out."

2: "Snot."

3: "No, my nose is plugged up."

Ins.1: (to group) "I wonder if Davey is putting all these classy words down."

3: "Classy? I'll bet he has classier ones. Maybe he didn't hear them. Then they won't be put down." (This is the first time the operators have displayed any real knowledge of the observer's duties. One is immediately led to wonder just how the Inspector came to such a definite decision. I am inclined to believe that she came to these conclusions through close observation of the observer's behavior in the test room because she is the only one aside from the L.O. whose job does not require almost complete fixation of attention.)

S.C: "(to Obs.) "You're on the spot now, boy. Yes, sir, you're on the spot."

- - - -

Obs: (to S.C. later in the morning) "That was somewhat of a surprise."

S.C: "Didn't you suspect that right along?"

Obs: "At times."

S.C: "I did. I know these kids. They see everything that goes on. They had a hard bunch to put anything over on."

- - - -

Afternoon

1:30

3: "I'm going to get married in January."

1: "What's the matter with June?"

3: "If I got married then, I would have to get married in a bathing suit. July, that's the month. Marry in July, get married for money."

4: "That's when 2 will be married."

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D.D.D. 3/22/32 Cont'd.

2:45

1: (To 3 who had given her part of a sandwich during rest period)
"What do you call that bread?" (no answer) "Am I talking to myself?"

2: "What do you want?"

1: "I was asking 3 what kind of bread that was."

3: "How should I know? You think I go to the store every day.
Rye bread, I guess."

1: "Well, why didn't you say so?"

3: "I didn't know you were talking to me."

- - - -

3:35

3: (To 4) (In a tone which would not ordinarily be overheard by the Obs.) "██████ is sick now with a cold. I think it is the place he lives in."

- - - -

3:45

1, 2, 3, and 4 are talking about the games they used to play when they were children such as, post office, etc.

3: "Those were the days when my mother called me in at 10:00."
(imitating her mother calling her)

1: (to 3) "Are you going to be that way to your kids?"

3: "No. I want to be with them." (She laughs spontaneously at the thought and the other operators join in.)

RECORD OF OBSERVATION

Relay Assembly Test Room
Recorded by: D. D. Davisson

Friday.
March 25, 1932.

The Observer was absent yesterday.

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Because of a shortage of piece parts, the operators are not working today. The following comments were made by S.C. to Observer this morning.

S.C: "Things were in a mess down here yesterday. Those pipes (pointing to water pipes above the north end of the test room) were leaking the day before yesterday. That evening after we had all gone home, the plumbers came in and replaced a couple of sections of pipe. I came down in the morning and you never saw such a mess in your life. Dirty, musty, rusty water was over everything. They have waterproof coverings which they ordinarily use when there is anything around which may be injured by water, but they neglected to do that. I came down at the usual time, 7:25, which is ordinarily plenty of time to get everything started, and found the perforator covered with this water. I couldn't get it started for half an hour. Then l's layout was ruined. We had to change that entirely because the parts were spoiled by this rusty water. They had tracked it all over the test room. Then you can see that big spot up on the wall. The painters refused to touch it up because it requires a new order and that would cost about five dollars, although they just got through painting the test room the day before.

"What burned me up, was the negligence. A painter who worked overtime the night before touching up a few spots in the test room told me that he had asked them why they didn't cover up the motor. Anybody at all could have told them that an electric motor would be injured if water got in it, but their answer was, 'Oh, what the hell!' When I heard that, I was burned up, so I called the Section Chief down here and told him about it. You can't let anything like that pass by. I didn't go any further than that, although it probably should have been carried further, because it might mean somebody's job. These fellows who are left here now don't know very much about what they are doing now. They're not the best men of their trade, by any means. You would think that during a time like this, they would use a little common sense.

"After we once got started, things went along pretty good yesterday."

"They put you on the pan yesterday. I said you probably hadn't shown up because you were afraid of getting your suits dirty down here."

D.D.D. 3/25/32 Cont'd.

"They had a discussion about whose father was the most religious. You see yesterday was Holy Thursday and 3 didn't know whether or not she should eat her meat sandwich at noon. Her father told her that anyone could have at least one meal of meat on that day, not any more than one. Well, she didn't know, and 2 said that her father had said that she shouldn't have any meat at all on Thursday. 1 put in her oar about that time and 3 said, 'Well, 1's father ought to know because he blesses their eggs.' 2 said that her father ought to know because he always attended mass twice a day at least. 3 said that her father ought to know because he was a preacher and that he had studied once to be a priest. When it was all over, I got a meat sandwich out of it because 3 finally decided that she had better make sure, so she abstained from eating the meat. J.C. said afterwards, 'Now isn't that funny. They're all Catholics and none of them believe the same thing.'

"I was kind of hoping the girls would be in today because this is Good Friday and after 1:30 they are not supposed to talk at all. That is easy for 4 and it would be easy for 5. 3 has the hardest time keeping from talking and 2 probably could because her will power is stronger than 3's. It's a pretty hard thing to do. Other years if one of them happened to break it in the afternoon, then she tries to get the rest of them to talk. 'I sin, and everyone sins with me!'

"Of course when I told them that they wouldn't be working today, there was some comment. You see it looks like they may send those relays already assembled out into the field anyway. These girls know that because the same thing has happened before. They will make a hasty decision and decide to junk all their parts and then will reverse that decision and decide to send them out into the field anyway. After I told them they wouldn't be working today, 2 remembered that she had predicted that a couple of weeks ago. Of course they have already put in four days this week. That won't be so bad. Just how it is going to work out next week, I am not so certain.

"I know definitely that the Operating Branch is going to start the fire works in April. D.C. out in 6329 told me that he has had orders to lay off fifty-seven people next month. His department isn't very big now, so you can see what a big cut that is. He said that the policy of the Operating Branch now is to lay off by service regardless of age, ability or responsibility. That will take out everybody with less than eight years of service. He also said that two of the girls in the test room will be under consideration, 1 and 3. I suppose 5A will be too. I don't believe she has very much service."