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C9

INSPECTION BRANCH
SUB-SECTION CHIEFS' INTERVIEWS

1929

700
L

January 4, 1929.
Inspection Branch
L-700-216-174

DISLIKES

Supervision

None

Working Conditions

"Cold drafts cause a good deal of complaints here. We have no watchman near that door and when it is cold, the cold that comes through there is terrible. I have one man at the hospital now who complains that he caught a cold on account of that. Our Company M.D. says, No. I have suggested a double fire door to eliminate this cold draft. This condition has been up to the division chief in our branch and also in the Operating Branch and I know they have done all they could about it."

The Job

None

LIKES

Supervision

"Our section head is a wonderful man. I have gone into his confidence at various times. He has always done me a lot of good, even to assist me in conditions at home. I appreciate him very much for that. He has a lot of good features; he has been good to all of us; he always weighs his words with all of us. He is very much interested in his men."

Working Conditions

"I think the task and bogey is wonderful for the men as far as revision is concerned. They have been rewarded finally and we supervisors have been rewarded accordingly and we don't have anywhere near as much trouble any more."

I took and taught the first aid myself. I think all of my men have taken it by now."

The Job

I like this job fairly well. The work is interesting. There is something new about it all the time. I have always been treated fairly well all the time.

QUESTIONS ABOUT THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

I think it is a good idea. You take the men who are backward about hurting their actual standing with their supervision have a chance to talk over some of their difficulties and treatment in confidence in this way.

2. How has it helped you so far?

I have always been a good soldier with all of my men. The conferences have done me good as there are some things I feel all of us have slipped on before.

3. Have you changed your method of handling your people since the plan was started?

No

4. Do you think the Company should keep it up and cover the entire Plant?

Yes, in our conferences, the things that have come up, show that there are some real charges coming up against the supervisor and for that reason, I feel it would be a good idea to carry it on through the entire Plant.

5. Are the discussions in the conferences now more interesting or less so?

I think they are more interesting. All of the employee's grievances are coming out now. Things that the supervisor never knew before.

6. Has the plan been embarrassing to you in any way?

It has not been embarrassing to me in any way. It has been very interesting and worthy of a lot of consideration.

7. Have you any suggestions for improving on the present plan?

There is no better plan. I feel if I was an employee, I would appreciate this confidence and the whole scheme.

8. Do you think the employees are in favor of it?

Yes they seem to be in a happy frame of mind - most of them, since they have gotten in contact with someone who they can tell things confidentially

to and they feel that some action will be taken.

9. How often do you think the interviews should be made?

I believe in another six months we ought to interview our people again and it is possible that new things will again come up. You know these supervision grievances are hard for employees to bring out in any other way.

10. Do you think employees will work as hard when not driven?

I do. We don't drive here, but I don't believe a man can work as well when he is driven. If you stand back of a man with a club or wait for something to happen, you only make him nervous.

January 7, 1928,
Inspection Branch,
L-701-625-196.

, DISLIKES

Supervision

"My former section head did not listen to any reason when I would call his attention to the fact that we were getting more work than we could handle. He would put me off and later when the work was piled up he would rave about having too much work ahead. When I told him about it he would say the help I had was not working hard enough. After showing him that the gangs' efficiency was 25% higher he said he believed they could do more. He was really encouraging me to drive my help."

Working Conditions

"This smell we have around here is very unpleasant. My girls complain about it. It seems to penetrate into their clothes and no matter where you go after you leave here you can smell it. One of my girls was going home the other night on the car and a lady came in and sat beside her. She looked at her, she sniffed and then she took another seat."

The Job

"For the past two years I have only gotten a two cent increase. This they tell me is because they have rotated me around on so many different jobs. On my original job the fellow there now is earning more money than I. I feel the company should consider me at revision times just the same even though they do rotate me around for my own benefit."

LIKES

Supervision

"I think my section head is all right. He is fair in his dealings with me and he leaves the dealings of this group right up to me. He has advised me but he has never criticized me in any way about the way I have handled my group."

Working Conditions

"The task and bogey is very good. The fact that the operators can earn more money has kept them more satisfied."

The Job

"This is a very good job. It is new and interesting. I can use my own ideas and methods on this job."

Comments

None

January 7, 1928,
Inspection Branch,
L-701-625-196.

QUESTIONS AND ANSWERS ABOUT THE INTERVIEWING PROGRAM

1. Quest. What is your opinion of the plan?
Ans. "I think it is a good one. It brings out lots of things we as supervisors should watch for, things that we can check ourselves on too."
2. Quest. How has it helped you so far?
Ans. "I get in all things a little bit deeper now than I ever did before."
3. Quest. Have you changed your method of handling your people since the plan was started?
Ans. "Except as I said above in answer to question two, I think I have worked along this line before."
4. Quest. Do you think the Company should keep it up and cover the entire Plant?
Ans. "Yes, I think they should because the different views of the employees are going to benefit us, inasmuch as we can get their reactions."
5. Quest. Are the discussions in the Conferences now more interesting or less so?
Ans. "They are now more interesting because we now get in touch with the employee's actions and for that reason we can discuss more practical problems."
6. Quest. Has the plan been embarrassing to you in any way?
Ans. "No."
7. Quest. Have you any suggestions for improving on the present plan?
Ans. "Not at present."
8. Quest. Do you think the employees are in favor of it?
Ans. "I think they do by feeling that fairness will be done for them."
9. Quest. How often do you think the interview should be made?
Ans. "I think the interviews should be made again, and about every six months. That would give the supervision time to change their methods."

January 7, 1928,
Inspection Branch,
L-701-625-196.

QUESTIONS AND ANSWERS ABOUT THE INTERVIEWING PROGRAM - Cont'd.

10. Quest. Do you think employees will work as hard when not driven?

Ans. "Yes; if you drive an employee he will generally work while you watch him."

L-702-125-382.
Inspection Branch.

DISLIKES

Supervision

X I do and I don't like the assistant section head. I don't like him because he shows too much partiality to certain friends of his and when it comes to the difficult problems to be settled he doesn't know much about settling them. And I also believe he encourages driving. Whenever he is left in charge of the section, he wants this or that and he wants it in a hurry and I think that is driving.X

Working Conditions

(This is a dirty place around here. Everything is full of red lead, of paint, and tar and it gets all over our clothes.)

This gassey smell and these odors in this place are bad.

[The section head and his assistant have told my people they would have to take this First Aid course. I took it myself willingly, but I know a lot of my people have taken it because they felt certain they had to.]

Job

By comparing my job responsibilities with some of these office Sub-section heads I feel that my pay is quite low in comparison.

LIKES

Supervision

I think my section head is a very good supervisor. He gives all of us a square deal and he shows no favoritism. My help all like him. He is the best section head we have had for a long time.

Other than what I said above in regard to the Sub-section head he treats me personally as well as I would expect.

Working Conditions

I think the policy of the Company in encouraging thrift, and safety is very fine.

The task and bogey is all right because it gives the employee a better chance to earn more money. I have also been getting my raises quite regular since task and bogey.

Job

L-702-125-382.
Inspection Branch.

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Job

I like this job first rate. The job is growing and I feel there will be a pretty good chance for advancement. I also feel that this job pays about what I would expect for this job.

QUESTIONS AND ANSWERS ABOUT THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

I think it is all right. It gives a supervisor a chance to know what the employees have to say about the supervision and what they think of the various situations.

2. How has it helped you so far?

Yes, it has.

3. Have you changed your method of handling your people since the plan was started?

I have always treated my help good, but now I treat them better than I used to. If any of my people are out sick we take more interest in them and when they come in late, seldom, we don't say anything to them.

4. Do you think the Company should keep it up and cover the entire plant?

I think they ought to, to make a sort of general picture and to help everybody with their work and especially to help the supervisors.

5. Are the discussions in the Conferences now more interesting or less so?

They are more interesting now than they were before. I think it is easier to picture practical problems of the supervision.

6. Has the plan been embarrassing to you in any way?

No, it has not.

7. Have you any suggestions for improving on the present plan?

I don't see how.

QUESTIONS AND ANSWERS ABOUT THE INTERVIEWING PROGRAM

8. Do you think the employees are in favor of it?

I think they are as they feel that they will get a square deal.

9. How often do you think the interviews should be made?

About once a year.

10. Do you think employees will work as hard when not driven?

I think they will. If you drive an employee you will get him so worked up that he does not know what he is doing half the time, while if you lead him I have found you get much better results.

L-703-414-463
January 14, 1929.
Inspection Branch.

DISLIKES

Supervision

None

Working Conditions

This is a dirty place. Outside of that conditions are very nice.

The most of these girls started the Health course and quite a few dropped it. I guess they didn't think enough of it at the time.

I understand that the Company pays part of the tuition for schooling to some of the employees. There are some fellows at the "Y" who say the Company is helping them. I wonder how they got in on that.

This smoky condition is bad. It is the biggest thing that my people complain about. This book of rules says, "if you note any bad odors tell your boss." I have told my section head and he called in someone from the hospital who said the smoky smell was perfectly harmless. However, I think anything that is so hard on the eyes, is not so perfectly harmless.

Job

None.

LIKES

Supervision

My section head is all right. He will back you up all he can. If he feels you have the backing up coming he won't fail you. He may have old fashioned ideas in the back of his head, but he is a game old sport in spite of that.

Working Conditions

The task and bogey is all right. It does everything from teaching employees to learn to do their job to getting out a bigger production and in getting better pay for it. I think my girls are probably paid better, due to task and bogey than most any other girls are, and I am sorry their supervisor don't fair quite so well.

Job

This job is all right. You'll find it doggone interesting. It seems you can't ever quite catch up on it. There is always someone waiting for service and my girls never get through asking questions.

QUESTIONS AND ANSWERS ABOUT THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

I think it is a great help. It gives us the real inside working on our job. We also learn a lot through these conferences by the discussions. We arrive at a more reliable answer than any one man could get himself. Before we had this plan we had no ideas or samples of how we were expected to handle our help. I feel we can use this present information as a sort of outline.

2. How has it helped you so far?

Yes, I think it has helped me a whole lot. I know more about the policy of the Company in handling help. It is now more closely defined. Before we were depending on taking a stab or a guess.

3. Have you changed your method of handling your people since the plan was started?

No.

4. Do you think the Company should keep it up and cover the entire Plant?

I don't see why they should stop with a good thing.

5. Are the discussions in the Conferences now more interesting or less so?

I like the interviews much better. They seem to hit the spot more closely, now nothing goes directly over a man's head and it is interesting to discuss the points even if you don't come directly in contact yourself.

6. Has the plan been embarrassing to you in any way?

Not in the least.

7. Have you any suggestions for improving on the present plan?

Not right now.

8. Do you think the employees are in favor of it?

I think they are. My girls seem to think quite a bit of it. The first girls were afraid but the last ones spilled their grief to her I am sure.

9. How often do you think the interviews should be made?

I think they should be made again, but I'm afraid that the opinion

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January 14, 1929.
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of the older employees wouldn't change much in six months' time, but in a years' time we could expect a change.

10. Do you think employees will work as hard when not driven?

I feel you can't drive your help. The more you try that, the more trouble you have. You can drive an employee, but then neither you nor the employee really knows what they are doing.

L-704-314-263.
January 14, 1929.
Inspection Branch.

DISLIKES

Supervision

My department head is all right to me now and what took place ten years ago I hardly care to mention. He has improved. I find him different and right now I haven't anything to say against him. He don't go around now trying to find fault about everything and jumping all over a man like he used to.

Working Conditions

These doors to the bridge ought to be fixed. It gets cold especially when it is below zero outside, it is almost that bad in here then. I suggest they have some sort of vestibule or something like that.

Job

None

LIKES

Supervision

I think my section head is a square shooter. At any rate he has proven himself so. All he expects you to do is your job and he will treat you all right. As far as I know my help all seem pretty well satisfied with him.

Working Conditions

We are very careful as regards to safety of our employees, especially the new ones. We train them on Accident Prevention. We are also very careful of the small scratches. We make certain when we see anyone coming in in the morning bandaged up what their trouble is and if they were injured at work the day before.

This task and bogy is a great scheme. It has done away with driving and relieves the supervisors of keeping work moving or watching that the inspectors are not doing their share of the work. It has also given these girls whom I know would not have had a chance to get more money a raise and I also think it gives the supervisor a chance to get more money, that is, if he can raise the efficiency of his gang.

The Job

I think this job is all right. I don't know of anything that would make me think it was not all right.

QUESTIONS AND ANSWERS ABOUT THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

The plan is all right. It gives everyone a chance to know what is going on.

2. How has it helped you so far?

It has helped me in this way. If the employees have a grievance we learn of it through the interviews and we learn the way to treat the operators as good as we can.

3. Have you changed your method of handling your people since the plan was started?

I think we have been doing pretty much according to this plan before. We may, however, be putting a little more time on it now.

4. Do you think the Company should keep it up and cover the entire Plant?

Yes, we would gain this much. A lot of employees are afraid to approach their supervisors, and this method will give everyone a chance to tell their troubles so that it will get some recognition. There are of course some employees who feel now they can get away with something. I think I have at least one right here like that.

5. Are the discussions in the Conferences now more interesting or less so?

They are now more interesting because we have the actual facts. We hear what the employee has to say.

6. Has the plan been embarrassing to you in any way?

No, I can't say that.

7. Have you any suggestions for improving on the present plan?

I think everything is pretty well cared for now.

8. Do you think the employees are in favor of it?

I think so because the employees can tell their troubles if they are afraid to tell their supervisors. I know that one of my people was waiting to have one of the interviewers come down here to tell something in regard to one of our people.

9. How often do you think the interviews should be made?

About every six months if they can get around. I think probably in that time a lot of things can come up and that the employee would like to unload.

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January 14, 1929.
Inspection Branch.

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QUESTIONS AND ANSWERS ABOUT THE INTERVIEWING PROGRAM

10. Do you think employees will work as hard when not driven?

Yes, they will work harder when they are not driven. When a person feels he is driven he gets stubborn and will do only so much and no more and he has less respect for you also.

L-705-524-1651.
January 14, 1929.
Inspection Branch.

DISLIKES

Supervision

One time I worked for a section head that seemed to be somewhat partial in preferring another man to myself. He tried to get me out and put another fellow in. I know this is true, but he didn't get away with it because the Department head would not let him. I don't know why he wanted to do this, but I guess the other fellow was a better personal friend of his. One time I refused to work on Sunday because of my religious belief. I being engaged in Sunday School work I felt I should not work on the Sabbath.

Working Conditions

When it is real cold I get an awful draft from the door. One of my girls has a bad cold due to this draft. I believe for some of this work we should be furnished with bench lights. My help complain that it is difficult for them to see. I haven't done anything about it as I've felt I couldn't do anything as we have a set plan of lighting here. However, they said in conference that this would be investigated now provided there had been sufficient complaint to warrant an investigation.

We have club representatives here. They are from the Operating department. I think we being way off here should be given some of the benefit too. Sometimes we almost have to beg for service. At one time we had a counter here but they done away with that when the store moved. I really only want to suggest this as I have heard no complaints.

I took the "First Aid" Course. They sort of pressed it on to me. I was called up about it so I went. They don't seem to press it on to the employees to the extent they did last year, but I feel that they over did it at that time.

Job

I have considerable trouble in handling one certain girl on this job. I have had to tell her in a nice way that she slipped on a certain job and she seems to disregard what I tell her and flies up. She walks away from me and disregards the instructions and counsel given. This girl has worked here about five years now, but I don't think we will tolerate her much longer and she has been told about it. Otherwise this girl is a fair operator. I imagine she told the interviewers a lot, but they only had her side of the story and I want to tell you mine in the event anything should come up.

LIKES

Supervision

I think the section head is all right as far as I have known him. He has always treated us fair and he has done what he could for

Supervision - Cont'd.

as far as revision is concerned. I think my help is well pleased with him.

I also think the department head is all right. I never could get more money until he came in. I guess the task and bogey had something to do with it too, but I got more money through him even before that system came in.

My people and I feel that the food we get at the Company restaurant is pure and wholesome and we like it even though we find it is no cheaper than the food served elsewhere.

The company policies of encouraging thrift and schooling are very helpful to the employees.

I believe the task and bogey has been a benefit to the employees. Since it came into existence we have all been rewarded financially.

Job

I like this job all right. I like the working conditions. I appreciate being furnished continuous work and the service I get from my company and the pension plan. I think they are all about the best as far as the employee is concerned.

QUESTIONS AND ANSWERS ABOUT THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

I believe the plan is all right. If you have only the employee's opinion you have only one. I believe you ought to have the supervisor's opinion at the same time the employee is interviewed if not then, right soon after.

2. How has it helped you so far?

I have always followed the Golden Rule pretty closely. Always handle your help as you would like to have them handle you. I think these discussions have had a tendency to broaden me in general. I have been a little more considerate of the employee's welfare as regards to his health, finance, etc.

3. Have you changed your method of handling your people since the plan was started?

Yes, I believe we all have different opinions and that has somewhat changed our methods of handling the help. Much as I answered questions one and two the old saying goes, "We are never too old to learn."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

4. Do you think the Company should keep it up and cover the entire Plant?

Yes, the employee will derive benefits from it.

5. Are the discussions in the Conferences now more interesting or less so?

I believe they were more instructional before than they are now.

6. Has the plan been embarrassing to you in any way?

No I am not afraid of any of the interviewing. I'm pretty sure if anyone said anything about me any of my superiors would back me up for what I have done.

7. Have you any suggestions for improving on the present plan?

No, I have not. As long as these interviews are all secret I could make no suggestions.

8. Do you think the employees are in favor of it?

That's pretty hard to answer. I haven't asked any of them. I feel they should be.

9. How often do you think the interviews should be made?

If the Company wants to keep a line on conditions, supervision, etc., I think about twice a year. That would be as often as revision time.

10. Do you think employees will work as hard when not driven?

I think you will get more out of them without driving. I have always felt that if you kept on the good side of your help you will get out more. Once you start driving you get on the employee's wrong side.

January 18, 1929.
Inspection Branch
L-706-115-573

DISLIKES

Supervision

None.

Working Conditions

In cold weather we have some cold days here. We have one girl who claims she developed a cold from sitting here.

Some of my people complain of the nuisance of going to the bank to cash their checks. They say their grocer and butcher say they don't have enough cash to cash their checks. I know that is a real condition. I have to get my checks cashed here at the bank because my grocer cannot keep enough cash on hand to accommodate her customers that way.

I would like to suggest having more than one night of Hawthorne Evening School a week. There are a number of people who forget what they learn in a week that elapses between lessons.

The Job

I am not so glad that I got this job that I don't want a promotion.

LIKES

Supervision

My section head is a prince. You cannot beat him. He has a wonderful personality. He never flies off the handle and he has a very neat manner of approach and he can explain anything very thoroughly.

I would have to say about the same thing in regard to my department head.

Working Conditions

A lot of my people eat at the Company restaurant and they say that the cooking cannot be beat.

I think the task and bogey has woke up a lot of people who felt they were being paid for the amount of service they had here. Our people feel that they want to give us their best. You know the more work now the more money.

The Job

This is a very good job. You meet so many people and so much

January 18, 1929.
Inspection Branch
L-706-115-573

The Job - (Cont'd.)

comes up to question that it is very interesting.

Questions and Answers About the Interviewing Program

1. What is your opinion of the plan?
I think it is a good idea. I see a need of it throughout the Plant. We still have a lot of employees that are afraid to talk or even turn around for fear that the group head will jump on them for it.
2. How has it helped you so far?
I have learned plenty by these conferences. They are very interesting and instructing.
3. Have you changed your method of handling your people since the plan was started?
Yes. I spend more time with my employees interesting myself in their personal needs, helping to suggest thrift, etc., to them.
4. Do you think the Company should keep it up and cover the entire Plant?
Yes, they should for the same reasons I told you that I thought the plan a good idea under question one.
5. Are the discussions in the Conferences now more interesting or less so?
They are more interesting. You can hear of the different things going on throughout the shop and you can learn to correct yourself.
6. Has the plan been embarrassing to you in any way?
No, not at all.
7. Have you any suggestions for improving on the present plan?
No.
8. Do you think the employees are in favor of it?
I think they should be. If they have anything wrong about their job or if they hold something against anyone they can use this means of telling them without any friction with their superiors.
9. How often do you think the interviews should be made?
About yearly. Many times we transfer help and they develop topics of interest that they would like to speak about and they may have things to bring up about their supervision.
10. Do you think employees will work as hard when not driven?
Yes, they will work harder. I have heard it said there are some you can give the Company and they would still not be satisfied but I don't think we have any like that in this section.

January 23, 1929.
Inspection Branch
L-707-128-159.

DISLIKES

Supervision

The only kicks that I have heard about my section head from my people were at raise time. He always shows them their efficiency so I don't think they have any come-back or kick at him at all.

Working Conditions

In the mornings there is a strong smell of oil in here. I used to come in early and open up all the windows right away. You often hear the girls say when they come in that it smells awfully stuffy in here.

I frequently heard my people kick about the prices of food at the Company restaurant. I ate there myself on Thanksgiving Eve. I got a small portion of the neck of a turkey and another little piece and I was charged 60¢ for only that as the potatoes and the other things were all extra.

I believe some of my people have taken the first aid and health course because we pestered them so much. I believe the fact that we have been requested every semester to ask our people again they have felt they were forced to take it up although I have never forced anyone. One fellow even told me, I guess I will have to go. I said I didn't believe so and as far as I know that man never went.

I have had considerable trouble in getting to work on time because I cannot get a car at Cicero and Madison Street in the morning. They will have to fix up their tracks and also use more cars to give satisfactory service. A few times a bunch of us fellows got together and road down in a taxi from Madison Street in order that we would get here on time. Sometimes there are even empty cars that won't open the door to let you in as there is a whole string of cars behind them and they are late and they cannot stop.

The Job

None.

LIKES

Supervision

I think the section head is alright. I have been working for him for the last four and a half years and I have always gotten a square deal. He is reasonable and agreeable. I have gotten my bawling out but I believe I had them coming to me. He has a real good personality.

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L-707-128-159.

Supervision - (Cont'd.)

When he has to bawl you out he does it and he goes away and forgets about it.

The department head is also very nice to me. Most of my dealings with him have been very friendly. He is quite noisy at times but you don't need to pay any attention to the noise.

Working Conditions

The task and bogey is really good. When I first came here these girls never turned out a real output but now they do and you find it easier to get money for them. It is easier on the supervisor as the operators don't leave their work so frequently.

One time when I was pressed for a little ready money when I was sick in the hospital the Company furnished me that and it surely does please me.

The Job

This job is alright. There are so many different things going on right along. I feel I am a contented employee.

Questions and Answers About the Interviewing Program

1. What is your opinion of the plan?
I think it is a pretty good plan. You let the employees know you are interested in them. It has never been done before that someone came around to see all of them.
2. How has it helped you so far?
I think it has given me a good idea what is going on throughout the shop.
3. Have you changed your method of handling your people since the plan was started?
No, I don't believe I have.
4. Do you think the Company should keep it up and cover the entire Plant?
Yes, I believe so, to hear what the kicks of the other people are.
5. Are the discussions in the Conferences now more interesting or less so?
I like interviews a whole lot better. They are not so dry.
6. Has the plan been embarrassing to you in any way?
No.
7. Have you any suggestions for improving on the present plan?
No.
8. Do you think the employees are in favor of it?
Yes, I believe the employees are in favor of it. I believe they feel that someone is interested in them.
9. How often do you think the interviews should be made?
I believe as often as the section interviews are made, once a year,

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Questions and Answers About the Interviewing Program - (Cont'd.)

to see if there would be any improvement or not.

10. Do you think employees will work as hard when not driven?
Yes, I believe if you tell a person in a decent way to do a thing you will always get more out of them.

USED IN SUPERVISORY TRAINING CONFERENCE

January 29, 1929.
Inspection Branch
108-213-129

BRANCH Inspection DISLIKES

MEETING 12

Supervision

DATE Feb 22nd 1929

I think my section head could improve a whole lot. It seems like he don't take so much interest in this work. He hardly comes around, and no matter how hard up you are for help, he expects you to keep going. I had all these these fellow out sick for a couple of days, and I was doing all I could myself, and he still expected me to keep up my correspondence and everything else. When it got so awfully bad, I finally had to put the condition up to him. All he did was to hold up his hands and to shout at me to take care of it. I got so I didn't ever ask him for help after that. When he first came here, he didn't know much about this work, and he often asked me what I knew about this, or that, and I gave him my opinion, but he gave me to feel that I didn't know anything. I think that attitude tends to discourage a man, and it looked to me like he was afraid someone was going to know more than he did. He attempts to make it look like he is right all the time and you are wrong. He has told me at times that he has given me certain memorandas that I saw laying in his desk, and when I told him that, he said I should not dispute his word. Then it was up to me to me to show him the memorandum. At times he seemed to be quite pleasant, but as soon as there any trouble, he seemed to fly off the handle before he could hear the story. He would always believe men from other departments sooner than his own men. I made several good suggestions, and he said, "What the _____, jumping over the traces again?" I have gotten so that I do not promote suggestions any more, and if I get a chance, I want to get out of the section. I have been a supervisor on this job almost a year. My department head has told my section head to change my grade three months ago, but I see is isn't changed yet, and I am wondering why. I don't feel that the section head has it in for me personally, judging from the way he handles all his supervisors, I think it is just his way. He don't seem to be able to show any interest in any of his people or their welfare. He has never talked of anything personal with me. He probably knows I am a married man, but I bet that is all he does know.

I saw my department head quite recently regarding a transfer. I knew if I saw the section head, he would squelch it, but he heard about it, and he told me I might have shown him the courtesy of seeing him. However, the department head said it was all right for me to see about getting this other job, and they promised to let me know. I don't believe the section head would like to see me get this job, as he depends on me so much that it would seriously handicap him as he knows so very little on this job, as he has shown no interest to learn it.

Working Conditions

There is quite a draft here in cold weather.

Continued

The Job

If the personality of my section head was a little better, I am certain I would like this job and find it more interesting.

LIKES

Supervision

The department head has always treated me all right. He has been real frank about everything. I have been out bowling with him, and he seems to be a nice sport.

Working Conditions

I think the branch dinners have been very nice. It has been a great help to sit and listen to the subjects and to be in on the social get-together. I appreciated this recent sitting arrangement. I think it is a good idea to get acquainted.

I have done quite a bit of shopping through our Hawthorne Club Stores, in some cases the prices are quite an inducement.

I think the task and bogey is all right. The employees seem to show a greater interest in their work. They have learned to make a good bogey and they have something to show for it will mean something in their salary.

The Job

As far as this job is concerned, I like it, and I have a record that I am proud of, that is, that I have not been late for eight years and two months.

Questions and Answers about the Interviewing Program

1. What is your opinion of the plan?

I think it is all right. I feel a lot of employees have things they would like to tell someone in confidence rather than take a chance and tell their supervisor.

2. How has it helped you so far?

I cannot answer that since I know very little about it.

3. Have you changed your method of handling your people since the plan was started?

I have never liked the drive method and don't believe any of my people would complain about me. All I know of the plan I learned at the branch meetings. I feel I would be a little more considerate of the personal welfare of my people.

Continued

4. Do you think the company should keep it up and cover the entire Plant?

I think they should. I believe they would get a better understanding what employees like and dislike in all other organizations.

5. Are the discussions in the conferences now more interesting or less so?

I have not attended these conferences. I would like to though. I sort of felt bad when I was sitting at the assistant superintendent's table and they were discussing these conferences, and he asked me my opinion while he was asking the others, and I did not know what he was talking about. 2

6. Has the plan been embarrassing to you in any way?

No, not at all. I never had a guilty feeling, so I was not embarrassed.

7. Have you any suggestions for improving on the present plan?

No.

8. Do you think the employees are in favor of it?

Yes, I think the employees are in favor of it. I think they feel free to tell their likes and dislikes, and I imagine that helps them a lot.

9. How often do you think the interviews should be made?

About twice a year after the raise period, to give the employees a chance to say if they feel they are not getting a square deal.

10. Do you think employees will work as hard when not driven?

I think they will work harder. If a person is driven, hollered at, and bawled out for everything he is inclined to stall. If he is led in a nice way, he feels he will step out of his way to help you along. I have found that to be my experience. 1

May 8, 1929.

Inspection Branch.

USED IN SUPERVISORY
TRAINING CONFERENCE

DISLIKES

BRANCH _____

MEETING _____

DATE _____

Par X

Supervision

No comments.

Working Conditions

"You couldn't better the working conditions very much here because we haven't enough floor space or equipment. We also have a very bad smoky condition. The smell doesn't bother me much. In my opinion this is a very poor place to work in due to the congestion and I am surprised they haven't taken a whole lot more action than they have.

X "If we had different containers here instead of these wooden boxes and there was a rule as to the amount to be put in a box and the size of the boxes, conditions would be considerably better.

"We hear considerable comment on gloves. You see, we have the day and night groups. Sometimes when the operator comes in to go to work he hasn't any gloves. I don't blame the operators for complaining, they are entitled to gloves. One reason they can't keep track of them is because the day and night people use the same lockers and they cannot be locked."

X "We have a difficult problem in getting these fellows to work overtime continually. It tends to create a bad feeling among my boys. I am really imagining this mostly and I guess because some of them will work and some won't. I imagine these men, at least a lot of them that are working, feel that all should share this burden.

"A short time ago I took up a question in regard to broken service with [redacted] and he referred it to the Personnel Organization. Since then I have asked about it three or four times but they have never given me any definite answer."

The Job.

"I feel the section head in the Inspection Branch should be at least on the same basis with the assistant foreman in the Operating Branch, both in regard to putting them on a par in coming in at 8:30 and as to pay. It is everyone's desire to earn more money and I really believe I have earned more since the last revision, but further than that I don't want to talk about it."

EO

May 8, 1929.
Inspection Branch.
L-708

LIKES

Supervision

"I have a very good opinion of my department head. I think he is very frank in showing his approval or his disapproval and in referring to slips you have made continually. I like a fellow who will come up and raise ---- once in a while if you have it coming, provided he forgets it. One of the group chiefs here said he thought the department head was an awful crab, but now he likes him. That is an opinion a lot of them have at first and is probably due to the expression on his face."

Working Conditions.

"We have never experienced any trouble in getting our people to go to the Company Hospital for treatment. However, just recently we had a minor injury. The man failed to report it and it resulted in something pretty serious."

The Job

"I like this work fairly well. It keeps me on my toes. It is new and interesting. It gives me quite a chance to study different people."

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?

"My opinion of the plan is that in the Conference discussion of the interviews I have gained a lot of education on what the employees have for grievances. When they tell it it probably wakes someone up, not only that someone, but it makes other supervisors look around to see if there are some who really have a grievance similar to that. There are some employees who take advantage of it. That is, they have no grievances but they have a grudge against the boss because he has told them of their shortcomings and they take this chance to get even with their supervisor. I am trying one case here now where a fellow thought he was being picked on because he was always the first man loaned out when we were not busy and because of that he hasn't earned a raise this time and he didn't last time either. Now I am trying him out on a better job, but I have told him he will have to make the grade to take advantage of this chance. I have told him the reason why he previously had always been loaned out was because he was not considered as efficient on our work as some of the others. I also have another operator who I am doing about the same thing with."

May 8, 1929.
Inspection Branch.

Questions and Answers to the Interviewing Program, continued

2. How has it helped you so far?

"Answered in Number 1.

3. Have you changed your method of handling your people since the plan was started?

"I don't think I have changed my method so much but I am analyzing the reaction to my decisions now but I believe I have had similar conditions before to those I have now."

4. Do you think the Company should keep it up and cover the entire Plant?

"I couldn't answer that. I think it is a good thing to interview the help and the supervisors and I believe they should interview the entire branch for the same benefit the Inspection has got."

5. Are the discussions in the Conferences now more interesting or less so?

"Some of the discussions on the interviews have been pretty good but some of the points have not been made quite clear and probably couldn't be because we had to assume whether the statements were facts or not. You take after the interview is read, it is always taken for granted the section head is at fault. Of course, if that wasn't done there would be no problem and I guess for the purpose it really doesn't make any difference if what the employee says is true or not. I think I recognized one of those interviews as coming from my place. This operator was a 'problem case' and she couldn't make good and we did all we could for her. I have noticed that this same operator is now 'picking' worse than she ever did."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"I think the present plan, putting the men at ease, allowing them to smoke or chew, and to discuss the problems so freely, is pretty good."

8. Do you think the employees are in favor of it?

"I don't know. I can't answer that. I have never answered any comments from any employees."

9. How often do you think the interviews should be made?

"Twice a year the same as the revision. If an operator really has any grievance I think it should be investigated by the interviewer."

May 8, 1929.
Inspection Branch.

L-708

Questions and Answers to the Interviewing Program, continued

10. Do you think employees will work as hard when not driven?

"Yes and No. Some people have got to be driven and some don't. You take one of my men - he has a slow movement. He needs considerable encouragement; but take this fellow right here - he doesn't need any driving. I think we have to know our people. You can learn to know them by their output."

January 29, 1929
Inspection Branch
L-709-129-392

DISLIKES

Supervision

None

Working Conditions

I took up first aid myself, and I like it very much. I feel the company made such a drive to encourage the people to take first aid for the employees own benefit, but the employees could not see it that way, they feel they are almost being compelled to go.

We have made it a practice not to ride our employees for coming to work late, but those who come late several times come in and tell us before we approach them. They complain of the street car service on Cicero Avenue. They tell us they have to get off one car and get on another and the cars stall around until they are late.

I am a service and output man, just an individual you can see that on our organization chart. However, I know a lot of these group chiefs ^{THINK THEY} report to me, and the department head says he wants them to.

I would like to suggest putting supervisors on a weekly pay basis. I feel that it would tend to cut down a lot of overtime. I feel some supervisors have held themselves down so far by buying beyond their means that they almost have to depend on overtime to help pay, and in a lot of cases the supervisors control a lot of overtime. X

The Job

I have only been offered one advancement in along time, and that was to go to Kearny at the present rate of pay. I have acted as a section head for sometime, but I did not get the section myself. I am not discouraged, because I know the man who replaced me when I was acting section head is a wonderful man and he deserves it. I know they are making a lot of section heads now, and I feel I would fit in pretty well and that I am due for a consideration.

LIKES

Supervision

I like the section head. He is very good. I like his ways in telling you what to do. He is ~~friendly~~ ^{friendly} with me. In my conversation with some of my employees, they comment on how pleasant he talks to them, as in comparison to the former section heads.

The department head is a good square shooter. I think he will give you every break you have coming. He will look at a thing from the employees standpoint as well as the supervisors.

Continued

Working Conditions

We have very favorable lighting, heating, ventilation, sanitation, and cleanliness right here.

I have got my limit of A.T. & T. stock and I spend a lot of my time explaining and selling it, and the more I talk about it, the more I sell it to myself.

I think the table setting at the last branch dinner was all right. I personally met several new men and I like to get a change to meet some of the men that I probably never have a chance to meet any other way.

The task and bogey is a good plan, as the employe gets what he earns. I know he hasn't from the past revision. According to the chart, if a fellow earns twelve cents, they have been cut to three cents and then they said it was because his efficiency was too high. We had only a 3-1/2% increase allowance in this department, so our department head said we had to use that to the best advantage.

The Job

I am pretty well satisfied with it. I like the line of work and the job is growing, which always creates an interest.

Questions and Answers About the Interviewing Program

1. What is your opinion of the plan?

I think it a very good idea. You get to know a lot of things you would never get to know. Our employees know if they told their superiors some of the things they can tell you folks that they would have it in for them.

2. How has it helped you so far?

It has helped me to handle my employees more as they want to be handled.

3. Have you changed your method of handling your people since the plan was started?

No. I have always given the employee the break he has coming.

4. Do you think the company should keep it up and cover the entire Plant?

Yes, I do; it will benefit all the employees and create mutual feeling between operating and inspection and result in more cooperation.

5. Are the discussions in the conferences now more interesting or less so?

I like the interviews better. We get the employees opinion and we can discuss them.

Continued

6. Has the plan been embarrassing to you in any way?

No.

7. Have you any suggestions for improving on the present plan?

No.

8. Do you think the employees are in favor of it?

I think they feel free to tell of the things they have on their minds, and some of the things they have had there for a long time.

9. How often do you think the interviews should be made?

About every six months, if possible so as not to allow the employee to grieve over anything too long before they have a chance to bring it up.

10. Do you think employees will work as hard when not driven?

Yes, I believe the employees will work a whole lot harder. Driving only takes the pep out of them. They feel more like doing a thing when they are encouraged and I know I feel a whole lot more encouraged and I will do a lot more when I am encouraged, ~~than~~ When I am driven, I feel like "Wait till you get it."

January 30, 1929
Inspection Branch O
L-710-414-463

DISLIKES

Supervision

The department head is all right at times. There are times he wants to be a big gun, you know, a big fellow. He always lets you know in good plain English, and by the tone of his voice that you have passed a bum job and that your supervisor is telling you about it. He don't give a man a chance to use his own judgment. He wants you to call his attention to everything. If he saw one of my operators taking a bite to eat during working hours, he surely would tell me about it. I think he has shown some improvement since this program began, but I think he has plenty of room to show you more.

Working Conditions

The ventilation is very poor. Everyone working for me and all who come into our place complain of the smoke and fumes. In cold weather it is very cold when we open the windows, and then we almost smother, and when we open the windows, we almost freeze.

XThe floors are not swept as frequently as they should. I think the cost reduction have done too good a job there; when they do sweep, they don't take time to sweep as good as they should.X

I have got two or three people who come late about three or four times a month. They claim it is because the street cars sometimes run on time and sometimes they don't. We have a practice of asking them what the object is in coming late. Their lates are usually during bad weather. I feel my employees think I should know why they are late during cold weather, because they have told me so many times before.

I think there is too big a step between the wages of the section head and the department head. I think they should be paid more for their responsibility. My department head gets about \$85.00 and the section head \$50.00, I am sure there is not that much difference in the responsibility. As far as I see, the section head is the one who really carries the blunt of the load. I also think the operating department pays their help for what they do and not for what they are responsible for a great deal better than the inspection does.

The Job

(I guess as far as a promotion goes, I am forgotten. If you don't have an education, the rest don't count. I feel there should be a change for me. The department head always tells me I am doing a wonderful job, but I can't see any progress. I can't expect any more money on my present grading, but I feel I should be considered for a promotion, for the fact that I have done good work. If I can't hold another job or a promotion is not due, I would like to be told.)

Continued

LIKES

Supervision

I think my section head is about one of the whitest men in the plant. I have been with him a long time, and I know he goes a long way to help anyone out. At our last revision, the question came up as to whether we could avoid discrediting an employee out sick, that is, to pay him for the efficiency he made for the time he was present. He pressed the department head with this subject, because he felt it was justice, until he was asked to leave. Another instance; we have a girl out sick in the sanitarium. He has shown a lot of interest in her, even though the company is handling her case separately.

Working Conditions

At one time we and my group of people were taking 100% of the A.T.&T. shares we were entitled to. Not long before that, we had one man with us who felt if the company knew how much money he was saving he would never get a raise again. We got in with him, and now he realizes how foolish he was.

I admire this policy of educating people to avoid accidents. You can't use too many slogans. They seem to catch the eye.

My people feel the Hawthorne Club is offering them a wonderful opportunity to save money by buying through them.

The task and bogey is the means the inspection has of getting more money. I and my people are sold on it 100% for that reason. As a matter of fact, when bogey first started on some of my low graded jobs, jobs graded three points higher paid less money than the lower graded job did because of bogey. Since we saw this, we tried to get bogey on everything but was told it would be impossible on general inspection. I worked on the theory that I could arrange one, and I worked out a scheme that is the one that is now used in ours, as well as a lot of other departments. I don't believe I got any credit for it, that is, university men working on bogies see a new way to work it out, so I got busy. The credit I did get on it is that it has helped to get my own pay increased.

The Job

I like the job quite well. I gather a lot of knowledge and experience on it.

Questions and Answers to Interviewing Program

1. What is your opinion of the plan?

The Plan is all right. It gives the supervisors an idea of the faults of others and it gives him the chance to clear himself.

Continued

2. How has it helped you so far?

I have tried to analyze myself and determine my own weaknesses.

3. Have you changed your method of handling your people since the plan was started.

No, I have not.

4. Do you think the Company should keep it up and cover the entire Plant?

Yes, there are some departments I feel need special instructions to this affect.

5. Are the discussions in the conferences now more interesting or less so?

This last conference was not so interesting. I felt the interview was too much boloney. It looked like a frameup. The other interviews I liked real well and much better than before.

6. Has the plan been embarrassing to you in any way?

No, none whatever.

7. Have you any suggestions for improving on the present plan?

No.

8. Do you think the employees are in favor of it?

Yes, I believe they are. They are under the impression that they can voice their opinion to someone other than the supervision, and that it won't put them in any embarrassing position.

9. How often do you think the interviews should be made?

About once a year would be plenty. This would give the faulty supervisor a chance to better himself, and oftener would hardly give the supervisor more time.

10. Do you think employees will work as hard when not driven?

I believe they will work harder when not driven. A driver has no real interest in his employees, while the leader instills a real spirit that gets results.

February 8, 1929.
Inspection Branch
L-711-214-253

DISLIKES

Supervision

Our former Section Head was inclined to be somewhat quick tempered; that is, he was temperamental. Certain things at certain times would cause him to fly up and at another time would not affect him at all. I guess it depended a lot on how he felt, and he felt that way generally; and it didn't make any difference who he flew off at. He acted the same with his sub-ordinates and his superiors. I think this program will probably do him a lot of good if they can sell him the right idea. I have noticed it has done him considerable good already.

Working Conditions

The door to the bridge in the morning until the 8:30 people get in, allows a lot of cold drafts to come in. The metal parts and benches are so cold that we can hardly work. You will always see our girls wearing sweaters, overshoes, and gloves, but they can hardly work right. That is why I think they should have revolving doors to keep this cold draft out.

The Job

None.

LIKES

Supervision

I think our Section Head is a good supervisor. He is a real leader, no driving about him at all. Fine personality. I don't think that any of my people have any complaints to make against him. Whenever they have anything they want to talk to him about, they feel very free about it. His dealings with my people have also been very agreeable.

The Department Head is a capable and good supervisor, always willing to listen to what any of us have to say.

Working Conditions

I took the First Aid Course and I thought it was find. Practically all of our men have completed it. A lot of these girls have quit the Health Course ~~because~~ after they had started ~~some~~ because of unforeseen circumstances and some because they did not like their instructors. We referred the latter to the Personnel. Personally I don't believe that was their real reason though.

Working Conditions (Cont'd)

I think a lot of the Hawthorne Club Store. It is convenient, and we can buy cheaper. I have heard a lot of good things about the Club.

I think the Bogey is all right. It is enabling the employees to be paid for what they do. It has helped discipline a lot too, because an employee wanting to keep up his efficiency must keep working instead of wandering around.

The Job

I like this job all right. I have something new almost everyday and plenty of difficult cases that have to be worked out and I get in touch with all sorts of people.

Questions and Answers to Interviewing Program

1. What is your opinion of the plan?

I think it is a good plan. It gives us an idea of how they really want the employees handled. Before we had to pick up our own method which was usually copied from our superior.

2. How has it helped you so far?

Now I know just how they expect me to handle my people, and all supervisors have a fair chance in working along this same line.

3. Have you changed your method of handling your people since the plan was started?

Yes, in some ways. I have made several changes. The biggest thing is that we always were in the habit of aggravating our employees about their efficiency. The minute the girls would observe their efficiency had come down a few points they were uneasy the rest of the day. We don't do that any more.

4. Do you think the Company should keep it up and cover the entire Plant?

I think they should cover the entire Plant. The Company would get a lot of good out of it because they would learn their employee's feelings, things they did not tell the Supervisor. The employees have already brought out a lot of things that has done good to all of us to know how to really handle employees.

5. Are the discussions in the conferences now more interesting or less so?

The interviews are more interesting because we learn the way to answer the questions that are brought before us

6. Has the plan been embarrassing to you in any way?

No.

7. Have you any suggestions for improving on the present plan?

No.

8. Do you think the employees are in favor of it?

I think the employees are in favor of it. The employee should feel better after he has a chance to get his complaints on his supervisor from his chest.

9. How often do you think the interviews should be made?

About once a year. It is a big territory to cover, I know, but in that time the Supervisor would have a chance to work things out.

10. Do you think employees will work as hard when not driven?

I think they will work harder under the present method of not driving. I think the drive method was abolished some time ago, but not entirely until quite recently.

February 13, 1929,
Inspection Branch,
L-712-126-192.

DISLIKES

Supervision

One of the Sub-Section Heads reporting to me seems to be obstinate and can't see things the way we want them done. I've almost got my feet wet on his account several times and I've learned that you have to tell this fellow to do things so and so regardless. I know that I must handle this fellow differently. I've been up to the Section Head on his account several times, but I'm glad that I feel my Section Head knows him too. I rather feel he has it in for me because I have a better job than he has and he feels that I want to step on him, but I can't see why a fellow would want to think that way. I don't believe it would help matters much to transfer this fellow to another field either, because he is of such an independent attitude, and no one can tell him anything. He looks to me like he just isn't supervisory material.

Working Conditions

In this room it is cold and drafty. I walk around here with my hands in my pockets to keep them warm, and I have a lot of complaints from my Group Heads and from the men. They have installed additional radiators, but that did not overcome this cold draft. I would like to suggest a trap door, that is, that you could not open one door until the other door has been closed.

There is a lot of trucking through these isles. This is a very active Department and we have enough congestion through here on our own account without any additional trucking. The former Operating Department Head would not tolerate any of this trucking before, so I am sure they could do as they have previously done. XJust yesterday, this electric truck came through here so fast that I hailed him and told him if he intended coming through here, he would have to go much slower and especially around corners, that it was too dangerous. X I looked for him to come back this way to see how we would drive. I guess he went the other way because I didn't see him.

We are getting a lot of new men and we don't seem to be able to get additional needed equipment. It is partly due to the Maintenance, and partly due to the Planning Organization. They tell us there is a shortage of this or that, or something like that. It seems hard to get or demand cooperation from other organizations, and we are surely handicapped because of this lack of equipment.

The Job

None.

February 13, 1929,
Inspection Branch,
L-712-126-192.

LIKES

Supervision

The Section Head has been a square shooter with me at all times. He has always given me cold turkey on the things I ought to brush up on. I can tell my people any time they want to, they can talk to the Section Head and he will listen to reason, that is, concerning things I cannot answer, little things in regard to their revision and other things that I am in no position to answer. It is a general rule, after the Section Head has talked to the employees, that they leave him with a much better attitude toward things.

I think the Department Head is a square shooter, and a nice fellow. I think he has considered me in all the dealings I have had with him.

I get along with all the other supervisors except the one I mentioned about, real well. They all seem to like me.

Working Conditions

I have worked in a lot of places that were holes besides this place. In our last Conference, we heard a lot of complaints on account of untidy toilets, but that is surely not the Company's fault. It is caused by the men using them, and I am pretty sure those complaining are some of the worse offenders.

We seem to like the bogey. We have pointed out to our people that we never would have gotten the raises for them we have, if it hadn't been for bogey. I took one man to get an 11¢ raise one time, and then these other birds went out after it too, and now that is what we have today. I also feel it has helped the supervision in the same way.

The Job

I might say that I grew up with this job. I like it. It is interesting. I started here in our Operating Department under a man who seemed to take an interest in me, and I advanced under a rule they had that you couldn't advance to a certain job unless you had five years' service. I quit the Company for a short while, and then I came back in the Inspection Branch, and it didn't take me long to work up. Our former Section Head felt he wasn't taking any change with me, and he raised me to this job, and now I am supervising at least 50% of my men, who have more service than I, and I earn more money than all of them, so I am quite well satisfied."

February 13, 1929,
Inspection Branch,
L-712-126-192.

Questions and Answers to the Interviewing Program.

1. What is your opinion of the plan?
I think it is a mighty good stunt. It formed a closer relation towards the Company's policies.
2. How has it helped you so far?
When I first came, there were a lot of things we did as we were told, or felt our immediate supervisors wanted, but now we know the Company policy, and we know what the Company stands for.
3. Have you changed your method of handling your people since the plan was started?
I would not say that I have changed any. It was always my policy, not that I am stubborn, but I believe I was doing pretty well as the Company policies are presented now. In the past I have been called for being too personal and too intimate with my help. I always did mix a good deal with the employees.
4. Do you think the Company should keep it up and cover the entire Plant?
Yes, I am very much in favor of the Company going on with it, and covering the entire plant. I can see what the Inspection Supervisors have learned of the Company policy, and I am sure the other branches should also.
5. Are the discussions in the Conferences now more interesting or less so?
I like the interviews better. They are direct dealings. They usually show how to govern conditions that are actually happening.
6. Has the plan been embarrassing to you in any way?
No.
7. Have you any suggestions for improving on the present plan?
No.
8. Do you think the employees are in favor of it?
Among my employees I can say they are in favor of it, because it has let others in on their likes and dislikes.
9. How often do you think the interviews should be made?
Once in six months.
10. Do you think employees will work as hard when not driven?
I think they will work a lot harder when not driven. They are human.

February 14, 1929,
Inspection Branch,
L-713-123-189.

DISLIKES

Supervision

None.

Working Conditions

"We have an electrically controlled ^{door}~~truck~~, that our employees use in the morning. That lets in an awfully lot of cold air. We now have a memorandum out with our Division Chief's signature, the idea being to see if we can't get the employees to use another entrance that will be just as convenient for them and much better for us. I also think this electric truck speeds too much. I think they make that a hazard; even though no one has had an accident, we have had some very close escapes.

The Job

None.

LIKES

Supervision

The Section Head is a good man for this job. He knows his stuff and there is no question about that. He treats me and my men right. He handles us as a man should be handled and is quite pleasant with all of us.

Working Conditions

The working conditions in general are as good as you can get anywhere.

The bogey is a good thing. It does a lot of supervision, it keeps the men busy, and it forms an incentive that it means more money. All of these men have benefited by it, but I can't say that it has benefited me any in pay. I have been told the supervisors were to receive their share in accordance with the men in their group. I didn't get a raise for a year and a half. I understand that I'm at my maximum, so my Section Head said, but I understood with task and bogey, there was to be no maximum, but I was more than pleased to know my men had been increased even though I had not.

The Job

I like this job all right. While it is all one line of material, there are quite a number of things coming up that are interesting, and there is some correspondence that goes with this job, and since these recent supervisory changes, I am very satisfied with my job, the pay and the advancement."

February 14, 1929,
Inspection Branch,
L-713-123-189.

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?
I think it is all right. It helps to bring out some of the discords in other places, and it helps to warn us against them.
2. How has it helped you so far?
I think it has helped the supervisor to check up on themselves, for instance, where he had weaknesses of his own.
3. Have you changed your method of handling your people since the plan was started?
I would not say that I have made any changes.
4. Do you think the Company should keep it up and cover the entire Plant?
Yes, I believe so, for the reason that I answered in question #1, and also to bring about a closer relation between the supervisor and the men.
5. Are the discussions in the Conferences now more interesting or less so?
They are more interesting, because the different points relating to the interviews that are brought up and discussed.
6. Has the plan been embarrassing to you in any way?
No.
7. Have you any suggestions for improving on the present plan?
The interviewers should get as much detail as possible to give us more in our arguments.
8. Do you think the employees are in favor of it?
I believe so. It gives employees a chance to bring out things that they might not have any opportunity to bring out to their Section Head or Department Head.
9. How often do you think the interviews should be made?
I think about twice a year, the same as in our black book interviews, to see if the employees have any new grievances or if they have gotten over the old ones they had before.
10. Do you think employees will work as hard when not driven?
Yes and no. It depends upon the individual. A man that is inclined to be somewhat lazy, that is, an employee who was inoculated with work when he was a child, but it didn't take, will probably need some driving, then there are men who think you don't know them unless you haul them over the coals now and then; however, the majority are of the class ~~you~~^{who} do better when not driven.

February 15, 1929,
Inspection Branch,
L-714-415-564.

DISLIKES

Supervision

None.

Working Conditions

"There is but this way of ventilating here, and if we open the window, it chills some of the girls. I think if we had a fan to draw out the air, it would do the job, and we wouldn't have so many kicks.

I think these low fuse boxes along the aisles are hazardous. We have also got the steps on this post turn so that you won't run into them so readily.

We have also reported these loose boards in the floor, and we have also coached our operators about them.

Although we have an over-abundance of work, we are very particular as to how this work is being piled.

The Job

None.

LIKES

Supervision

I think the Section Head is a white man, and a good fellow to work for. If you disagree with him, he will discuss the subject with you until he sees he has sold you the argument, or until he can side in with you. I have always found him willing to cooperate and help out wherever he can.

I find the Department Head all right. So far I haven't dealt so directly with him, but I've found out you will have to prove any argument you put up to him before you have much chance of selling it to him.

The association supervisors in this group cooperate very nicely. It is their job to do it, and they know it.

Working Conditions

The heat is much better than it used to be. I think some of the reports we made that our girls complained of being cold because there was no steam, or at least, not enough, has remedied this condition.

The Hawthorne Club is a wonderful thing. All of us who have the time get in on the entertainments and athletics. My people buy a lot of things through the stores. I guess that proves they are satisfied. I do some buying myself, because I know I'm getting good stuff cheaply.

February 15, 1929,
Inspection Branch,
L-714-415-564.

I think these branch dinners are fine. The present seating arrangement gives us an excellent chance to get acquainted. I like the lectures and the fact that they get all the supervisors in on them.

I think the task and bogey is all right, where the operators are getting paid for what they do. Some of the operators don't feel that they are. Personally I think they are going along nicely, and the trouble is that they don't know what efficiency they have to attain to merit an increase.

The Job

This is interesting work. I get in on all different types of apparatus and learn how it is used. I've been going along nicely, and I know if I expect to get along further, it is up to me not to sit back, but to go ahead. For that reason, I am just as interested in knowing why I get raises as I am in knowing why I do not. The last revision time, the boss told me the reason for my increase was the fact that I had done a good job, but he said not to let that stop me. I fully intend not to let it. I want to work harder now that I know I'm appreciated and working on the right line."

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?
I think it is a good thing because we get the likes and dislikes of the employees.
2. How has it helped you so far?
It has helped me to satisfy some of the employees in regard to their dislikes.
3. Have you changed your method of handling your people since the plan was started?
I have given my job more consideration, especially in satisfying my employees in regard to assigning work, the small jobs, jumps, et cetera.
4. Do you think the Company should keep it up and cover the entire Plant?
I think they should go ahead and get all the employees for the same reasons that I have answered questions 1, 2, and 3.
5. Are the discussions in the Conferences now more interesting or less so?
They are more interesting. There are many things to bring up and discuss, and we usually come to some real agreements.
6. Has the plan been embarrassing to you in any way?
No. If I'm at fault, I'm glad to have it brought up. That wouldn't embarrass me. It would give me a chance to correct it.

February 15, 1929,
Inspection Branch,
L-714-415-564.

7. Have you any suggestions for improving on the present plan?
There could be some improvement by getting a little more data so that some of the interviews would not be so bawled up.

8. Do you think the employees are in favor of it?
I think they are, because they figure the interviews are getting up to where they want their kicks to get, that is, around the top, where they will get some real consideration.

9. How often do you think the interviews should be made?
I think as often as possible. I think the entire section should be interviewed before a second interview is started. Some of these people I'm sure don't know they have been interviewed, and probably were not, unless it was done on the sly like Mr. Pennock said they were, *at the beginning.*

10. Do you think employees will work as hard when not driven?
Yes, I think they will, and probably harder, and there won't be so much cause for dissatisfaction.

February 15, 1929,
Inspection Branch,
L-715-415-564.

DISLIKES

Supervision

None.

Working Conditions

"It is the old ventilation story always coming up, but it is pretty dog-gone hard to please all of the operators. Some of them are so afraid of a draft, and some insist on fresh air.

The Job

None.

LIKES

Supervision

The Section Head is all right, and I like him, because he is a square shooter and he will give you a square deal. I doesn't make any difference how much trouble there is, he will laugh about it. That's just how he is. I haven't observed any faults in him if he has any.

I like the Department Head all right. He is a nice, quiet fellow. I haven't seen him ever fly off the handle. That is one thing I like about him, and he always recognizes everybody. It seems to be just his way.

Working Conditions

I don't think there is a factory in Chicago that has any better sanitation, and is as clean as Western Electric.

After our people have taken the 'First Aid course' they are well pleased with it, but it does seem hard to interest them before they take it.

I think the Hawthorne Club is a nice thing. I've gone to the games and enjoyed myself, and I buy through the stores and appreciate that.

You wouldn't have any trouble selling A. T. & T. Stock here. All we do is explain it, and it seems that our people are able to see the advantage. The standard of people we use here are quite intelligent.

February 15, 1929,
Inspection Branch,
L-715-415-564.

I think the task and bogey is fine. It gives the boss a way of finding out what his people are doing. It doesn't make that a guess. He knows who his good operators are.

The Job

I like this job. It is interesting because you seem to run into something new every day, and you get a chance to associate with a lot of people throughout the Plant."

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?

"I sure think it is a good thing. I always had an idea you would get more work from your individuals if you and your operators thought a little better of one another."

2. How has it helped you so far?

"At the Conferences I get an idea how things are handled around the shop, and I get new ideas from others how they are handling their jobs. Thus, I can learn the best way to handle conditions and problems."

3. Have you changed your method of handling your people since the plan was started?

"It seems like we have always handled our people quite leniently, and I can't say there has been much change, but there is, no doubt, a change, especially in using more judgment in regard to permit people to get off from working overtime."

4. Do you think the Company should keep it up and cover the entire Plant?

"I would like to see it started in the Operating Departments. I said that because I'm in closer touch with them than with any other organization, and because I know their methods of handling help are different from ours at the present time."

5. Are the discussions in the Conferences now more interesting or less so?

"I think they are more interesting since we use the interesting since we use the interviews. They are especially good since we learn what employees are dissatisfied with, and we can oftentimes take care that similar conditions do not arise in our Department."

6. Has the plan been embarrassing to you in any way?

"No."

February 15, 1929,
Inspection Branch,
L-715-415-564.

7. Have you any suggestions for improving on the present plan?

"I think it would be a good thing to interview employees after they have about three months' service, just to see how we are handling our new employees and that the Company policy along that line is being followed."

8. Do you think the employees are in favor of it?

"I have not heard from the individuals, but my Group Chiefs think it is a good thing. They feel that they were often forced to razz operators for things they did not think they should. In other words, they were obliged to use the drive method because their supervisors told them to."

9. How often do you think the interviews should be made?

"A good time to gather a lot of grief would be at revision time, or shortly afterwards."

10. Do you think employees will work as hard when not driven?

"Sure they will, and they'll work harder when not driven."

USED IN SUPERVISORY
TRAINING CONFERENCE

February 16, 1929,
Inspection Branch,
L-716-213-173.

BRANCH

MEETING

DISLIKES

#14 per X

Supervision

DATE

"Outside of being a little sarcastic, our former Section Head was O.K. He was somewhat over-pressed with work, and if there was any little slip on the job, he would jump all over us right away."

Working Conditions

"This is a terrible place. There are three large doors that allow so much cold draft in that it is like working in the Arctic Circle behind screen doors. The only change that could be made would be to have a vestibule that one door would be closed while the other one is open. Our inspectors have always complained. We have passed it on to the Department Head but he doesn't seem to be able to do anything. Even the radiators are always cold."

This quality rating stuff is all right, but I think they are picking on little fly specks that don't amount to anything, and that sort of thing always annoys inspectors. One of our jobs required investigation, and the operators said the job was short, about a given length. When the quality man came in, he wrote up the man, because the estimate given was incorrect, but it was still within 10%, but I don't think that that mattered anyway, as the job had to be investigated.

I was taking up school at the "Y", and my Department Head has been after me to take up a course here on a certain specialized subject. I am taking it here, and it is a great deal cheaper as to cost, but I don't feel that I am getting so much out of my time as if I had taken it on the outside. X

The Job

"None."

LIKES

Supervision

"I don't know our new Section Head. I never heard of him until a few days ago. So far, he is all right."

Other than what I said above about my former Section Head, I personally think he is a fine fellow, and he doesn't hold grudges against you like some fellows do."

February 16, 1929,
Inspection Branch,
L-716-213-173.

Working Conditions

"Considering the work we do here, the sanitation and cleanliness are great.

Our inspectors are very much interested in these accident posters and also keeping our accidents down to a minimum.

The Hawthorne Club stores have proven to be quite a saving. I have started buying my overcoats, groceries, and everything else that I can.

My men think a good deal of the bogey. They are sold on this piece work idea, and they are trying hard to keep up a good rate."

The Job

"I think this job is all right. It does not become so monotonous as my former job. You always jump into a lot of new difficulties. Until about a year ago, my increases in wages were coming pretty slowly, but now I'm coming along better. I feel that my fault was that I was too calm, and now I believe that I was too satisfied."

February 16, 1929,
Inspection Branch,
L-716-213-173.

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?
"I think it is a pretty good stunt, because there are a lot of supervisors who have faults of which they are not aware, and by these discussions at the Conferences, they can see what some of their own faults are."
2. How has it helped you so far?
"It has helped to give me a different idea, by knowing how the employee feels about the manner in which is supervisors handle him."
3. Have you changed your method of handling your people since the plan was started?
"I didn't use to get in so intimate~~ly~~ with my employees, but of late, I'm having personal talks with many of them."
4. Do you think the Company should keep it up and cover the entire Plant?
"I think the Company would benefit by continuing this through the entire Plant. The Company would gain a greater knowledge of the complaints of their employees."
5. Are the discussions in the Conferences now more interesting or less so?
"They are more interesting, but it does seem to be a one-sided affair. We have to assume too much that the employee is right."
6. Has the plan been embarrassing to you in any way?
"No."
7. Have you any suggestions for improving on the present plan?
"No."
8. Do you think the employees are in favor of it?
"I have not heard the employees mention anything about it."
9. How often do you think the interviews should be made?
"About annually as they usually shift the supervisor around that often."
10. Do you think employees will work as hard when not driven?
"Yes and no. I've had both types, some that won't do a thing if driven, and some who don't do a thing unless driven. You have to analyze your employees."

February 16, 1929,
Inspection Branch,
L-717-113-142.

DISLIKES

Supervision

"None."

Working Conditions

"My people complain of the foreign laborers coming in and eating in our place because of the smell of onions and garlic being so offensive, and then they usually leave all their garbage around for us to clean up. I've spoken to the monitor several times, and he has called it to their attention also, but it is still the same way.

X The academic courses at the Hawthorne Evening School, it stands to reason in ten weeks cannot cover a subject very thoroughly. For that reason, you get more out of attending the outside schools.X

If they had a railing out here on 22nd Street so that our people could not board the 22nd Street cars except in single file, I am sure that they could load them on more rapidly and safely, and they could accommodate the crowd a lot better.

I Think we ought to switch our employees around more, and not allow them to get into a rut. We should also be more frank in telling them about their chances as well as their faults."

The Job

"My advancement has been quite slow, considering my service. I have questioned my supervisors on this, and they have told me it was my own fault. They say I am too slow. I think, however, I get the work out as fast as the other fellows."

LIKES

Supervision

"My opinion of the Section Head is very good. One reason is that he allows me to go ahead on my own responsibility and he isn't after me telling me to do this and that. I will say he has improved his supervision a great deal in the last year. He seemed to be so very cautious about everything, but now that he is taking on this new attitude, he is much more agreeable, and I think he is getting equally as good or better results.

February 16, 1929,
Inspection Branch,
L-717-113-142.

I have a very good opinion of our Department Head. In the few dealings I have had with him, he has certainly been helpful. I think he has the qualities of a real supervisor."

Working Conditions

"I think our employees are deriving a good deal of personal benefit from the First Aid Courses. I know I personally have.

I and all of my people I feel have availed ourselves of the possibility of purchasing cheaply through our Hawthorne Club Stores.

We have the task and bogey, and we think it is all right. The employees are allowed to work more on their own hook. The output is increased and it has helped to increase the pay of the supervisor and the employees.

The quality checking has been started and I think it is a good thing. With this bogey, we should have a good quality checking."

The Job

"This job is all right. I have been switched around a good deal of late. The work I am now on is very agreeable, and I feel that for the jobs I have handled, I should be quite well satisfied with the pay I receive."

February 16, 1929,
Inspection Branch,
L-717-113-142.

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?
"I think the plan is a good one. In this way, you can get the employees' feelings much better than any means we used before. The employees used to be allowed to drift along whether they were satisfied or not."
2. How has it helped you so far?
"One way, it has helped to a better understanding as to what the Company is trying to do."
3. Have you changed your method of handling your people since the plan was started?
"I've tried to be more tactful, diplomatic, and to see that fair play is exerted more among my employees."
4. Do you think the Company should keep it up and cover the entire Plant?
"Yes, I think they should. It will give all of the employees a better break."
5. Are the discussions in the Conferences now more interesting or less so?
"I can't answer that, as I have not attended any of the Conferences. I received the good impression I have of them through the branch dinner."
6. Has the plan been embarrassing to you in any way?
"No."
7. Have you any suggestions for improving on the present plan?
"I think it would be good practice, if we could interview our new employees more often, and instruct and encourage them to make their kicks to their own supervisors, and not allow them to run along. Of course, I think the outside interviews should be made too."
8. Do you think the employees are in favor of it?
"The comments I've heard have been very favorable. They seem to think it a good plan."
9. How often do you think the interviews should be made?
"Possibly annually would be sufficient to get the views of the employees."
10. Do you think employees will work as hard when not driven?
"Yes, I think they will, from my own experience, and from the experience I've seen in others. If you drive, an employee will not give you your share."

February 18, 1929,
Inspection Branch,
L-718-113-164.

DISLIKES

Supervision

"None."

Working Conditions

"There is no heating out here at all, except one radiator on the floor and a few in the sky light, but that don't mean a thing. We have tried for the last few years to get better heating but we have not succeeded. We have had men measuring pipes and I was told by the plumber they would start ~~insulation~~ ^{installation} of radiators here last October, but they haven't done anything.

I took three semesters' of evening school at Hawthorne. This winter I have started going to the Public High School, and of course, I must put in eight hours of school compared with an approximate hour and one-fourth I put in here, but I do feel that I am getting somewhere. I think we should have at least two classes a week at Hawthorne.

X There is one objection to this quality rating scheme. I've explained this condition to the checker, and he said I ought to put it up to the boss, since neither one of us could see our way out. Our trouble is that we don't have room to hold the work here until the quality checker has had a chance to check it." X

The Job

"None."

LIKES

Supervision

"I think the Section Head is a good boss. I've never had any hard feelings against my boss in the eight years I've known him. He always shows me my mistakes in a nice way. I think he has improved a lot recently. His personality is his biggest improvement. He now always meets you with a smile, and he always seems more than willing to help you.

I don't have much dealings with the Department Head except when the Section Head is not around, and he needs some immediate attention. I think he is a good man, and he has always been that way as long as I have known him."

- 2 -

February 18, 1929,
Inspection Branch,
L-718-113-164,

Working Conditions

"I have one man here who has gone to the cold treatment room frequently. He thinks it is a good place because he says he feels it keeps the colds from spreading; however, it doesn't seem that it has helped to cure his colds.

I think the task and bogey is a good thing. It keeps the men stepping, and they know they have to keep on stepping if they are to expect an increase."

The Job

"This job suits me. I've just been promoted and I guess that will mean a raise at revision time. I am pretty well satisfied. I've always gotten a pretty good rate so far. Up until the present, there wasn't much chance for me to advance, but I have been advanced at the first real opportunity."

February 18, 1929,
Inspection Branch,
L-718-113-164.

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?
"I think very much of the plan. I've had experience on this myself. I think the present way of leading the man is better and I've heard others make the same remark too."
2. How has it helped you so far?
"I've only been a supervisor a few weeks."
3. Have you changed your method of handling your people since the plan was started?
"No, as I've only been a supervisor a few weeks."
4. Do you think the Company should keep it up and cover the entire Plant?
"I believe they should keep it up, and they will get better results throughout the Plant with that system."
5. Are the discussions in the Conferences now more interesting or less so?
"Cannot answer."
6. Has the plan been embarrassing to you in any way?
"No."
7. Have you any suggestions for improving on the present plan?
"No."
8. Do you think the employees are in favor of it?
"I guess the employees are in favor of it. Those I talked to, I know are. I have heard some say that they felt better by this new method of supervision."
9. How often do you think the interviews should be made?
"Two a year. In that way, we can keep in touch with how employees are getting along with their supervisors."
10. Do you think employees will work as hard when not driven?
"I believe the employees will work harder when not driven. I've seen my fellows work like the dickens before I was a supervisor and we had no supervision, but when they got bawled out they didn't care to put any pep into the job."

February 19, 1929,
Inspection Branch,
L-719-428-1601-N.

DISLIKES

Supervision

"None."

Working Conditions

X "We don't have enough lockers. You can never keep a towel or anything like that in the locker because they are used both day and night.X

If I am ever transferred on days, or given a chance at night, I am going to take this First Aid course. There are a lot of us just like that around here.

I don't think this cold treatment has impressed our employees much at all. I've heard them say that they feel the Company is just interested in finding out who have the contagious colds to send them home. I think the supervisor has a job there, encouraging his employees to get the proper rest, and he can usually tell that by the employees' actions at nights. We are watching all of our employees at the present time.

The night people should be given better service from our club stores. Our club representative will do anything he can for us, but he is on day, and we never see what is on sale except in the Microphone. We should like to see some of this stuff displayed like the day people do.

(There is room for improvement in our task and bogey scheme. [REDACTED] had pointed out to us they should be uniform, that is, in some places you cannot make more than 90% while in others, you can make 140%, and it is not the fault of the employees. We also have jobs that are regulated by machines, and it is impossible to make more than a 100%, and of course, it is better than no bogey, but our employees want a job where they can make a high bogey so that they will get more pay.")

February 19, 1929,
Inspection Branch,
L-719-428-1601-N.

The Job

"None."

LIKES

Supervision

"My Section Head is a prince, and not only do I think so, but my people and the Operating People, too. He is considerate, appreciative, and reasonable. I have only one employee who doesn't think so, and he is all wet, and was demoted from a Sub-Section Head. This fellow is a type of man who is quick to learn routine, but as a supervisor, he is incapable, hasty, and he shows partiality, so he had to be reduced. This employee's attitude has been much changed, but we haven't been able to satisfy him with the Company policy or with my Section Head. He thinks the Company should offer a man with long service, supervision.

The Department Head is a good man. We heard when he was coming in here that he was very strict, but we find him square, absolutely. He knows every employee and what is going on, and he never guesses either. He knows all of my new employees."

Working Conditions

"All of our employees are buying all the A. T. & T. stock they are entitled to. I was told one time that the Assistant Superintendent wanted to know if our people were being forced to buy A. T. & T. as they were all buying so consistently.

Our group heads do their own quality checking, and we get reports that are available to [REDACTED] organization at all times. I think these branch dinners are ideal get-to-gathers, and also ideal for their educational values.

I would like to pass along the very successful arrangement we have here. You know where there are day and night gangs inspecting the same work, there is usually a lot of passing the buck. Our Section Head will not tolerate that. He holds us both responsible. We have also arranged this book, which has the pages divided in the middle, one side for questions and the other, for answers. We have a permanent record that way, and we find a great deal less confusion and commotion."

The Job

"I like this night work. I've been on it for a long time. Of course I miss the contacts you have on day with the associate organizations, and also your home life isn't the same, but it has its advantages in pay, which I like. I couldn't complain of the advancement either."

February 19, 1929,
Inspection Branch,
L-719-428-1601-N.

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?

"I think it gives us actual facts of conditions in general, how conditions are handled and things that are not in accordance with the Company policy. That is, we get to see ourselves as others see us."

2. How has it helped you so far?

"It has impressed me that the Company is strong for being very considerate of the employee in every way in order to get his good will."

3. Have you changed your method of handling your people since the plan was started?

"Yes in one way. Getting the employees' ^{interest} ~~attention~~ and keeping in personal touch with them ^{has} ~~has~~ been neglected in the semi-annual interviews, and that is a big thing. They are taking to that nicely; that is, they are shelling out fine."

4. Do you think the Company should keep it up and cover the entire Plant?

"I think other organizations will benefit just as much as we have. I know they could take an interest and learn as well as we, and it would tend towards increasing corporation."

5. Are the discussions in the Conferences now more interesting or less so?

"They are more interesting. I also like the new discussion leaders. I feel that a lot of the former leaders cut ^{a lot} ~~a lot~~ of men who wanted to discuss ~~because they were often cut short~~. I know in one class, three or four had as little to say as possible."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"Yes. They feel as though they get a chance to have another organization hear their comments."

9. How often do you think the interviews should be made?

"Not too often. I don't see any object in having an employee air his comments all the time. We always let our people know how he stands all the time."

10. Do you think employees will work as hard when not driven?

"Harder if they are the right sort. There is a type that is always looking for more money all the time. They are the non-producers and they won't produce anyway, if driven."

February 19, 1929,
Inspection Branch,
L-720-125-392.

DISLIKES

Supervision

"None."

Working Conditions

"There is one thing I am very anxious to get in this place, that is, rest periods. These people must stand in one place all the time, and I think on account of that, the morale is quite low most of the time. In the morning it is all right, but as we go along through the day, every one gets fatigued, and they want to loaf. I feel that a rest period would eliminate this fatigue, result in increased output and also increased morale. I have figures that will prove that the men become very fatigued and that their output drops by night.

Our toilets are always flooded. Some of these men throw all sorts of stuff in, is the reason.

X I would like to know why the Company won't sell us any more shares. Why do they have one share for every \$300.00 you earn a year? I think it would be a good idea to allow us so many shares for the number of years' service we have, rather than by the amount paid.X

I think if they put the Section Head on a weekly pay roll, they would cut out a lot of the overtime.

The 48th Avenue Street car service at 7:30 in the morning is terrible. On the thirty-five minute ride, it takes me fifty-five minutes, and then I have to walk from 19th Street. During the winter it seems there are so many cars, they can't get them through much farther. Anyone who rides that line will tell you the same. I think our Company should step in and do something. They seem to start so many cars at North Avenue, and of course, they being empty, must pick up everybody at every stop, then all the cars behind are blocked, sometimes a whole string. If it were a little better walking, I could walk down in almost the same time I come down on the street car. I have proven that to myself."

The Job

I've told my grievances in regard to pay to the Superintendent. I guess he knew my story before I got there. I also told him that I didn't think a disciplinary charge should be held against a man so long. I feel that they are holding one against me more than two years and that is the reason I cannot get a pay increase."

February 19, 1929,
Inspection Branch,
L-720-125-392.

LIKES

Supervision

"The Section Head is a very nice fellow, and I am well satisfied with him. He cooperates with me in every way. He answers all my questions and settles the arguments that I bring up to him. He has a very good personality. I've overheard some comments from my people about him, and they have always been very good.

As far as I know, the Department Head is very nice. The short while I've known him I've found him to be very level headed. I think he uses good judgment all the time. He is very pleasant, and he doesn't try to impress you that he is any higher than you are, and he always wants to share your troubles."

Working Conditions

"I think the sanitary conditions in this Plant are more favorable than anywhere else that I have seen.

My people like the idea of trading at our Hawthorne Club stores. There are things you can buy cheaper, I think though, on the outside.

The Branch dinners are all right. There is always something that you can get out of them. I think you'd get more to come up there if you would allow the men to sit where, and with those they, themselves, chose.

I think this quality checking is the finest thing we've had. It gives the employee his just dues, that is, employees doing good jobs will get just consideration.

The bogey is all right. It gives the operators a chance to make more money and that is what they are working for."

The Job

"Any job is the same to me; as long as I work for a living on that job, it will suit me."

February 19, 1929,
Inspection Branch,
L-720-125-392.

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?
"Very good. It gives everybody a chance to explain their grievances, et cetera."
2. How has it helped you so far?
"I've learned a little to help along with my job, but I was doing pretty well."
3. Have you changed your method of handling your people since the plan was started?
"I have not changed. It has always been my policy to do much as they say to do now."
4. Do you think the Company should keep it up and cover the entire Plant?
"Yes, I believe they should keep this up, especially in the Operating Departments. There seems to be more slave driving methods in use there than in the Inspection."
5. Are the discussions in the Conferences now more interesting or less so?
"In my estimation, the Conferences are more interesting, but it seems everybody has already gotten an idea what is wanted."
6. Has the plan been embarrassing to you in any way?
"No."
7. Have you any suggestions for improving on the present plan?
"No."
8. Do you think the employees are in favor of it?
"Yes, I think they are in favor of it. It takes a load off the employee, and he also feels that he is calling it to some one's attention."
9. How often do you think the interviews should be made?
"Once a year is sufficient. You take a man who passes up two revision periods, or if he is given a good raise one time and passed up the next, they sometimes would like a chance to talk about it."
10. Do you think employees will work as hard when not driven?
"I do. I have found it so."

February 19, 1929,
Inspection Branch,
L-721-123-1801.

DISLIKES

Supervision

"None."

Working Conditions

"We have quite a few complaints in regard to heat these cold days. I think the complaints are justified and I kick right along with them.

I think this continually driving on reducing the number of accidents has resulted in timid employees failing to report minor injuries."

The Job

"A few years back I was not paid so well. I feel I got a bum break. The job I was holding had the grade reduced, then I couldn't get an increase until they got me a better job."

LIKES

Supervision

"I don't think you could find a better Section Head to work for. I think he uses good judgment in handling his men. He is very considerate of them, and he is never too hasty, and shows no partiality. He gives every one a square deal. I knew him long before I worked for him and I believe he has always been more or less that way.

Most of my dealings have been through the Section Head, and the few dealings I've had with the Department Head cause me to think he is a very nice man."

Working Conditions

"Personally, I think the First Aid Course is a good thing, and so do my people. I've never heard any unfavorable comments in regard to it.

There is nothing better than this A. T. & T. stock for employees. I think my Sub-Section is sold 100% to the eligible people.

I've heard plenty of favorable comment on our Hawthorne Club. The stores seem to be quite an attraction. I know my people bought a lot of grocery goods. They have bought overcoats and wearing apparel also.

- 2 -

February 19, 1929,
Inspection Branch,
L-721-123-1801.

These new vacation schedules ^{is} are wonderful.

I enjoyed the branch dinner last night. The new seating arrangement is ideal. It gives you a chance to meet new people.

The bogey is a good scheme. It forms a good means of getting our employees money, and it keeps the employees busy. Another thing, the employees ^{do} go around and chew the rag because they are too busy."

The Job

"I like this job real well. It is interesting because of the variety, and it is different from most inspection work, and it requires a man to use more judgment. I think I am better satisfied now than I have ever been."

February 19, 1929,
Inspection Branch,
L-721-123-1801.

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?
"I think it is a good idea. By interviewing employees you get to know how they feel about their supervisors, working conditions, and their jobs in general, and you can determine their satisfaction."
2. How has it helped you so far?
"In regard to the discussions I've gotten other people's viewpoints and that has broadened me. I haven't changed my method very much, however."
3. Have you changed your method of handling your people since the plan was started?
"I have changed a little bit. I have tried to explain the necessity of doing things better, and I've spent a little more time to sell the employees satisfaction."
4. Do you think the Company should keep it up and cover the entire Plant?
"I think from the benefit received from this sort of thing, they should keep it up."
5. Are the discussions in the Conferences now more interesting or less so?
"I like the interviews better. They bring up things that you can learn more from, and that makes your job more simple."
6. Has the plan been embarrassing to you in any way?
"No."
7. Have you any suggestions for improving on the present plan?
"No."
8. Do you think the employees are in favor of it?
"As far as I know, they are in favor of it. I've never heard any complaint and in general, they think it is a pretty good idea."
9. How often do you think the interviews should be made?
"That has been pretty definitely decided about once a year."
10. Do you think employees will work as hard when not driven?
"They will work a lot harder and they'll put more spirit in it. A man would be more likely to do a thing right if you asked him than when you drive him. That will sometimes depend, of course, on who you are asking."

February 22, 1929,
Inspection Branch,
L-722-128-198.

DISLIKES

Supervision

"None."

Working Conditions

"The heating is terrible. Every time they open that door, they allow a cold draft to come in, and as a result, we have had quite a number of people off sick.

I have heard considerable comments concerning our restaurant that were not so favorable. Some think they charge more for their food than they do at outside restaurants."

The Job

"I don't like this job as well as I liked my previous job. I had an argument with an Operating Department Foreman. He called me a --- ---- ~~idiot~~, and I told him I would not stand for that, and if he talked to me like that on the outside, I'd take a poke at him. Then he wanted me to go outside and fight, but I have long service, and I knew they would fire me if I fought with the Department Head, and I didn't want to go. Then, this Operating Department Head told my Department Head, and I think my boss tried to smooth it out, but I don't believe it was in his power to do it, and it went higher up. I was told that I would have to work here and be taken off of the other job. I told my Department Head I didn't like this work, and he told me he would try to get something else. I saw him again recently and he said he had nothing for me, but he was still looking."

LIKES

Supervision

"The Section Head is all right. He seems to get along with everybody. He is jolly, kind and cooperative. I think there has been some change in his method since this interviewing program began, as he formerly had an awful temper. I have heard some recent comment from my people that they thought he was quite definite about his instructions.

The Department Head is all right, and a very good fellow. I feel he is trying to give everybody a square deal. He always sticks to what he says and tries to help out his people as much as he can."

February 22, 1929,
Inspection Branch,
L-722-128-198.

Working Conditions

"I have sent some of my people to receive this cold treatment and they liked it. They thought it was fine.

I think teaching First Aid here has done a whole lot in the prevention of accidents. It seems everybody is more careful now than they used to be.

I've always heard a lot of favorable comment regarding our Hawthorne Club store and the Hawthorne Club in general.

I thought the branch dinner the other night was great. I enjoyed it--the lectures and the dinner both.

This new vacation schedule idea is a good thing. I think it will save a lot of hard feeling, and perhaps a lot of arguments because all the employees can get off at the same time.

I like the bogey. It helps the employees to get better output and more and bigger raises. It helps the supervisor in that he doesn't have to keep after the help so much, and I believe it has helped me to get more money too."

The Job

"As far as the pay I receive on this job is concerned, I am satisfied that it is pretty fair considering, but that is one reason I want to get another job. I'll have to earn more money; I can't be satisfied to stop where I am. I am buying property now and my expenses have increased."

February 22, 1929,
Inspection Branch,
L-722-128-198.

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?
"I think it is a very good idea. You have these different stories in the discussion classes and you get an idea how to handle the cases."
2. How has it helped you so far?
"I've learned a lot from these cases that we have discussed at the Conferences."
3. Have you changed your method of handling your people since the plan was started?
"I believe I am trying to satisfy my employees more."
4. Do you think the Company should keep it up and cover the entire Plant?
"I believe they should, and everyone will benefit by it. It will help both supervisors and employees. The interviews they read at the last branch meeting indicate that there has been a big change in our supervision."
5. Are the discussions in the Conferences now more interesting or less so?
"I believe the discussions have been more interesting since we have used the interviews."
6. Has the plan been embarrassing to you in any way?
"No."
7. Have you any suggestions for improving on the present plan?
"No."
8. Do you think the employees are in favor of it?
"I don't know. I've never heard any remarks made, but I believe they are, as it gives them a chance to lay out their troubles to someone else if they have any."
9. How often do you think the interviews should be made?
"Once in six months."
10. Do you think employees will work as hard when not driven?
"In most cases, they will work harder. In some cases, I've found from my own experience, you must drive."

March 4, 1929
Inspection Branch

L-723-126-184

DISLIKES

Supervision

X Our present section head is new on this job and since he has taken over this work he has become a very changed man. His approach was formerly not what it should be. He was rather loud about making his statements and he would just break in and spill his beans without any warning or anything. I think he has improved since this interviewing began and I have also heard from some of his men that he no longer breaks in and hollers his stuff as he used to and also that they did not take to such treatment. X Outside of that I haven't anything against him. I think that that is his only weakness.

Our former section head was entirely different in his approach, yet I like them both as everyone of us have our weaknesses. The weakness of our former section head was that any time there was a change of method or a question on the work he always took it up with the checker rather than get me on it, and then I had to go in and get the dope from one of the checkers. Still he wanted to hold me responsible. I think the man held responsible should get that information first. The supervisor should make it his business to let him in on it first. Sometimes he was very hard to get along with because of certain routine that he wanted followed. I spoke to him about this and I told him that I could see no advantage in doing it his way. There was also partiality shown.

You know these budget books that were passed around, everyone of the supervisors got one except me. I did not holler, but it hurt. I also know that he passes the time of day with all the other supervisors. I used to sit about as far away from his desk as any, and he never came down that far. That led me to feel he just didn't take any interest in me.

I worked for him about eight years and in that time he never learned how to spell my name correctly although he wrote it several times daily, and I told him about it more than a dozen times. I don't really know what it was that caused this condition, but he seems to have a lot to do with the people of his own nationality, but let's hope that wasn't it.

Working Conditions

The only real trouble we have here is that we suffer a lot from the cold in the winter time. When they open that door, it gets just as cold as outside. I know this has been taken up every now and then every winter and they haven't been able to do anything about it. We suggested a trap door where one door will have to be closed before the other one can be opened.

March 4, 1929
Inspection Branch

L 723-126-184

Dislikes - (Cont'd.)

The Job

λ I feel that I am not getting the pay that I should get. I put this up to the department head and he has agreed to explain the reason later. λ

LIKES

Supervision

None.

Working Conditions

We have quality checkers now and I think that is all right. As a rule, the employees are sold except when the checkers find defects on their work and they don't like them; however, they have learned to take that good-naturedly.

Right now I am sold on this task and bogey. I didn't know so much about it before. Since I have learned more about it, I like it better. My former section head kept too much of it away from me and just last week I learned for myself how to figure efficiency and what it all meant. It has helped me much and I have told several of my men how much they make and they seem to like it much better too.

The Job

I like this job all right. I have no kick coming. I find this work a pleasure.

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?

"I think it is a very good plan. You get everyone's opinion and you learn how they feel."

2. How has it helped you so far?

"It has benefited me quite a bit, but in this way the men get the benefit of saying just what they think of the supervisor and everything else, and I think that makes them more satisfied."

3. Have you changed your method of handling your people since the plan was started?

"In some cases we may have used the drive method and in those cases we have cut down since the Company instructs us to take that stand."

March 4, 1929,
Inspection Branch.
C-723-126-184

Questions and Answers to the Interviewing Program - (Cont'd.)

4. Do you think the Company should keep it up and cover the entire Plant?

"I think they should. It is a good policy. There is as much trouble or more in the Operating Department as in the Inspection and it will do them as much good as it has done in the Inspection. I think there is also less cooperation in the Operating than there is in the Inspection."

5. Are the discussions in the Conferences now more interesting or less so?

"I think they are more interesting, and the more we go, the more interesting they get. You get to hear so much from so many points that are good lessons for everybody."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"I think they are because it gives them a chance to make their complaints and suggestions. That should satisfy the employee."

9. How often do you think the interviews should be made?

"About twice a year. In six months a lot of things will change."

10. Do you think employees will work as hard when not driven?

"I think they will, and probably more. I believe that is a realized fact. If you go about a thing in a polite way you will do much better. When you drive an employee he usually becomes disgusted."

L-724-336-503.
March 25, 1929.
Inspection Branch.

DISLIKES

Supervision

"Some of the fellows I have worked for when anything went wrong they seemed to get all excited and fly up in the air.

"One of my Group Heads complains about my Section Head because he hasn't got a raise in a long time. I believe it is his own fault because he hasn't handled his group as he should. Their efficiency is low and the quality is only fair and I believe it is his fault because he did not pay enough attention to his people. He has been told about it by the Section and Department Heads and I believe he is doing better, but he still thinks we are picking on him as he complains the task is too high; still his people are now making one hundred per cent efficiency and the quality, too, seems to be better.

"I don't have much dealings with the Department Head except when the Section Head is not around. He seems to get nervous and excited pretty easily. This nervousness on his part seems to be a habit with him and he does it with everyone and he just can't help himself. Now, don't get me wrong, he doesn't fly off the handle or swear or anything like that. We might ask him for something and then he may forget to call for it and when he thinks of it again he is all excited and he runs around and wants to know where it is and he digs in and runs like wild."

Working Conditions

X "The ventilation system throughout the entire place should be improved one hundred per cent. The windows should be opened at least two or three minutes every half day. We used to do it but we can't get our Operating Department to do it too and their smoke and smell comes right back here. I think these windows open here and there only create draft and I am sure that is where I get all of my colds. X

("I notice there are a lot of trucks coming through here overloaded. They are piled so high that when they go through the doors boxes have been knocked off and if they happen to hit the corner of a bench the work also falls off and this is quite a common occurrence and a hazard. I have seen some very near accidents. Just yesterday I saw a trucker himself get hit on the head by one of the empty boxes.) I guess it really didn't hurt him very much though.

L-724-336-503
March 25, 1929.
Inspection Branch.

DISLIKES

Working Conditions

"Another thing, why can't they put a sign on these doors? (Please close the door.) These truckers never close any of them, and in this cold weather our girls complain that they are very cold. I have put up some big sheets of corrugated paper to help keep their feet warm.

"I'd like to suggest a little room conveniently located as a First Aid Station, where our people could get treatment for scratches and such injuries. About sixty to seventy per cent of our injuries could be taken care of there and it would cut the time of going to the hospital at the present about one-third.

"There are very few people who want to go to our Cold Treatment Room a second time. They say the treatment makes them sick to the stomach. Some vomit and then there is a tendency to tighten the cold in their heads.

"I have one man whom I can't sell A. T. & T. Stock to. His wife bought oil stock from a relative who said it was "Golden Goose" stock and they lost all their money. It disappeared overnight. Now when we make our stock look so attractive they begin to get suspicious. He could afford to buy it all right as he pays thirty dollars a month rent and he and his wife both work. I have shown him where the A. T. & T. Stock has a better rating than most bonds and that A. T. & T. is considered an investment.)

"I would like to see the Hawthorne Club make some excursion trips. They could probably get more reasonable rates and we'd all have some good times. I have an idea the Company doesn't want to sponsor that sort of thing on account of the Eastland disaster.

"I used to like these Hawthorne Club Smokers and I always went, and I can't understand why they discontinued them.

"I do considerable buying through the Hawthorne Club Store and so do my people but I know I can buy cigars and cigarettes cheaper at the Fair when they have sales, but all in all the Hawthorne Club prices are pretty good.

"There is one thing I would like to say about the Company's restaurant. I run all the way over there and when I get there there is a line a block long. I know there are a lot of people who

EO

DISLIKES

Working Conditions, continued

would like to eat there but they don't want to wait one-half hour. I almost have to go there because I have had so much trouble with my stomach and it isn't well for me to eat at these Greek places.

"I can't see why they keep some of these married women around here. Their husbands make good money and they make good money and they buy big cars and then these women have to take time off for every little thing. I know three married women who work here and they wear fine furs and silks, patronize roadhouses and everything. We might get single girls who we could get more work from who would have better attendance and who would be more contented and satisfied."

The Job

"There hasn't been any advancement offered me for a long time but I realize that due to so much combining of organizations there are a lot of them worse off than I and I shouldn't feel so badly about it."

LIKES

Supervision

"I don't believe I was ever treated any but fairly by a Section or Department Head and I have no complaints to make whatever."

"The Section Head is not only fair with me but with everybody. If he sees you are doing something wrong he tells you about it frankly but not in a way that would embarrass or antagonize you in the least. He has a wonderful personality. He is never too busy to listen to any story or trouble. I have heard some of the men say he was a prince of a fellow to work for."

"Considering what I said above about the Department Head, I am sure he is absolutely fair and honest. He told me that I would not have much chance of getting a raise unless I got up some cost reduction case or distinguished myself in some way like that. I was successful in getting up a case, and sure enough I got a two dollar raise at last revision."

EO

LIKES

Working Conditions

"I think the First Aid Course is a wonderful thing. I have had two real occasions to practice mine. One time I took care of a little girl on the Jackson Park Beach who cut her foot about two inches long and quite deep. I had my first aid kit with me and I treated it as I had been instructed and I feel that my prompt treatment meant a whole lot to her as I received a phone call that the girl was all O.K. again in about one week. I also treated another wound a man received when he was out fishing. That's why I think it is a wonderful thing.

"This quality checking is a good idea as it makes our people watch their quality a great deal closer. We have quite a reasonable man on our work here and he hasn't caused any friction. With our present system we can only check about fifty per cent of the operators because some of our people do so much adjusting and repairing.

"We seem to favor this task and bogey system. We have about convinced our people that they are being paid for the efficiency they attain. At present if a girl gets a hard job she will complain. They sure do watch their efficiency close."

The Job

"I am satisfied with this job and I have no complaints to make. I have no grievances about my pay."

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?

"I think it is a very good plan. You could see in the past a supervisor was not so particular how he handled his help and whether they liked it or not. You find out now they use entirely different methods in our entire Inspection Branch."

2. How has it helped you so far?

"We have learned something in the conferences, and we don't get any where near the complaints or friction between our people and the Gang Bosses that we used to.

3. Have you changed your method of handling your people since the plan was started?

"I think I have tried to put in a little more time in helping my people."

Questions and Answers to the Interviewing Program, continued

4. Do you think the Company should keep it up and cover the entire Plant?

"Absolutely, because it will make the people feel better and tend toward proper placing of help, which will aid the Company and the Company supervisors.

5. Are the discussions in the Conferences now more interesting or less so?

"I'd say about the same."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"I know the employees are in favor of it. They are being trained better and I notice they are more cooperative since they have been given a chance to make their complaints. It seems to have given them a chance to relieve themselves of their troubles."

9. "How often do you think the interviews should be made?

"Once a year is all right. Six months would be better, but considering the cost involved I guess once a year is enough."

10. Do you think employees will work as hard when not driven?

"There are some who we must keep on their necks. The new help seems to be more gentlemanly and I believe they work harder when not driven, so we are gradually getting away from that."

April 8, 1929.
Inspection Branch.
L-725-223-2421.

DISLIKES

Supervision

No comments.

Working Conditions

"The ventilation right here is pretty bum. You should be here in the summer, the air is dead and in the winter it is just the reverse. I think they should have an exhaust here to draw out the fumes and also ventilate this place better."

"I don't see why they don't furnish hat racks or something for the employees attending the Hawthorne Evening School to take care of their clothes. I have had to lay my clothes right on the floor at times."

The Job

"As far as my advancement is concerned, I am satisfied. I haven't any real grievances at the present time, but in a year or so I will have because then I will be far enough advanced to know where I belong, and then again, at the present time it may be that I am too young in service."

LIKES

Supervision

"I think my section head is all right. I haven't had much of an opportunity to talk with him yet, and I am quite busy on my own job. For that reason I don't know if he is getting along so well or not. I, of course, know that he can't be expected to know everything in such a short time, but I don't believe he can be any better than my previous boss as he was a very good man to work for."

"I met the new department head. I knew him slightly before and I guess he is all right but I haven't had any dealings with him yet."

Working Conditions

"Nearly all of us took this First Aid Course, and we liked it. I think we all should know a little of that sort of thing."

April 8, 1929.
Inspection Branch.
L-725-223-2421.

LIKES

Working Conditions, continued

"Our Club representative isn't around very much and if we want anything from the stores we can get it ourselves, but we think it is well worth while; at least I think so. I also appreciate the accommodations the Club has offered us in reserving theatre tickets and also in providing half rate tickets.

"I think we will put on a quality checker, and I'll say let him come. I feel it would help me because my people will be more careful about what they are putting out.

"The bogey is a good thing. It eliminates a lot of this planning. The employees put more interest in the job, are doing it better, and more of it; and it all benefits the employee too in his earnings."

The Job

"I like this line of work, it is not so routine. The problems that require investigation, etc., make it interesting. I am not a high priced man but I have been advancing right along and for that reason I don't have any grievances at the present time."

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?

"I think it is a very good thing. It gives the employee a chance to express himself, that is, it gives him satisfaction. I don't think it is doing so much good for my supervisors. I don't believe they have shown any more interest. They have always been co-operative and I don't feel they could be any more so."

2. How has it helped you so far?

"I think I have benefited from these Conferences. I follow out a lot of the good points that have been brought up."

3. Have you changed your method of handling your people since the plan was started?

"Sure I have. I have devoted a little more time toward seeing that my people are kept better satisfied."

April 8, 1929.
Inspection Branch.
L-725-223-2421.

Questions and Answers to the Interviewing Program, continued

4. Do you think the Company should keep it up and cover the entire plant?

"I think so. It is a good thing. It at least helps the employee by having the improvement in the supervision over him."

5. Are the discussions in the Conference now more interesting or less so?

"I think the Conferences are more interesting, but I think it would be a good idea to send out a copy of the interview a day or two in advance of the Conference so that we might look them over and be prepared to discuss the questions that are brought up."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"I made the suggestion in answer to the fifth question."

8. Do you think the employees are in favor of it?

"Yes, I think they are. They have someone to go to if they feel the supervisor is holding them down. I know a lot of them don't know anything about the Personnel Department or its purposes."

9. How often do you think the interviews should be made?

"I don't think it would hurt anyone twice a year."

10. Do you think employees will work as hard when not driven?

"I think they will work just as hard or harder because their minds are at rest. I think that the worst thing that can happen is to have the men around you have a poor morale all the time."

Western Electric Company.
INCORPORATEDDATE April 9 1929

[REDACTED] - 6088-2

In the attached int. No. L-725-22-3-2421 the supervisor in answering quest. No. 5 makes a suggestion. He really discussed this idea with me while I interviewed him. I explained that even tho. I tho't this could not be done for several reasons such as the possibility of some one trying to check up on where the int. came from, and for the danger of it getting into the wrong hands, I would send his sugg. in my int. I have given this ^{idea} some thought since and I have been wondering if we might prepare some sort of an outline of questions for distribution relative to the subjects for discussion. There is also a bad feature to that thought as far as the opinion, that that might not bring out the free discussion that we usually get at present.

[REDACTED] I think this is a
good idea of putting it
in the hands of the
supervisor to
discuss it.

1 GN-A
(1-23)

Western Electric Company,
INCORPORATED

DATE 4/10/29 1929

[REDACTED]

The suggestion in #5 has some good points. We
may be able to do it on a trial basis in the near future.
Would like to talk it over with you.

[REDACTED]

DO NOT DISCLOSE IDENTITIES

From the beginning of these studies, the identities of the persons under study have been kept confidential. We ask 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.

April 16, 1929.
Inspection Branch.
L-726-526-484.

DISLIKES

Supervision

No comments.

Working Conditions

"The lack of heat on the bridges is a bad thing and we have to cross the bridge so frequently that we can't afford to go for our hats and coats and without them there is danger of taking cold. I have often run like everything across them myself and I have had a lot of complaints from my fellows on the same thing.

X"This section is also very cold and drafty in the winter. We have so many doors to bridges, stairways and other buildings, and with this continual trucking you can't keep them closed.X

(The men also complain that our toilets are cold in the winter. They tell us it should be as warm in there as it is in the room, but it isn't. I notice the office toilets have heating provided.)

"We have plenty of complaints regarding the Cicero Avenue car service. They tell me that any little thing that happens blocks the car service."

The Job

No comments.

LIKES

Supervision

"Our section head is a swell scout. I think he has a fine personality. He likes to be just one of us and he is always quite free with us. Just because he is a section head he don't think he is the biggest man on the floor and yet he maintains a good discipline. He has the men work for him and maintain a good discipline because they like him and want to work for him. He seems to have a personality that stimulates the help.

EO

April 16, 1929.
Inspection Branch.
L-726-526-484.

LIKES

Supervision, continued

"The department head is all right. He is another good mixer and he studies his men, studies human nature and character, and he treats his men as he thinks they should be treated. He goes right in and converses with the men. He asks them how they like their jobs, or what is wrong with them. He walks up to the men of his own accord, which, of course, is his privilege.

"Our division chief comes down here quite frequently, and I might add, and how! He is down here more often than our other division chief ever was. That may be because he is new here. He is rather 'rough and ready' in many ways and they go against the grain of some of his men but after you know him and get to understand him you soon learn that his ways are to your own benefit. He likes to talk to you and leave you with the feeling that you don't know so much and that you had better dig in and learn something. I know that has been disagreeable to some. I like him and that's the way I have him sized up. He will often times question you until he can ask you something you can't answer and, of course, that makes you dig in and find out. I don't mind that because I have learned more that way. He has really forced me not only to learn my own job but a lot on other jobs too."

Working Conditions

"We have heard plenty of favorable comments in regard to the Hawthorne Club. The employees appreciate the entertainment furnished in the yard very much and in fact all the entertainment meets with our approval.

"I believe this department is sold on the A. T. & T. stock about ninety nine percent. They are really sold one hundred per cent, but they can't take quite that much because one of the fellows can't afford his maximum.

"We have a quality checker on one of our jobs and we like him all right. He has just started and he is of no assistance yet but I presume he will be because of the psychological effect that the employees may be checked at any time will mean we will get better quality.

EO

April 16, 1929.
Inspection Branch.
L-726-526-484.

LIKES

Working Conditions, continued

"The bogey is fine. They pay the men for what they do rather than because they have been here a certain number of years as they formerly did to a certain extent."

The Job

"I like this job all right. It is interesting, clean, and it has variety and as long as I keep getting my usual increases and I feel that I am on the incline I am satisfied. I feel the advancement as far as I am concerned has been quite just. Of course, everyone wants advancement and so do I."

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?

"I think it is a good scheme. The fact is that it is improving supervision. I have come to this conclusion by what I have heard more than by the improvement I have noticed in my present supervisor. I don't believe my present supervisor needed a heck of a lot of improvement."

2. How has it helped you so far?

"I can say it has helped me to make me feel more at home, and that the Company is attempting to treat the employees fair. I have in the past been approached with the fact that I treated my people a little too good. I now feel the Company is leaning in my direction a great deal more."

3. Have you changed your method of handling your people since the plan was started?

"I couldn't say that, I am going along the same way. I have tried as hard as possible to satisfy each and every one of my employees. However, there are always some that you cannot satisfy all the time."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes, I think they ought to cover the entire plant inasmuch as it seems to be so much of a success. I think the sections that really need it the most may remain untouched."

EO

April 16, 1929.
Inspection Branch.
L-726-526-484.

Questions and Answers to the Interviewing Program, continued

5. Are the discussions in the Conferences now more interesting or less so?

"I believe the interviews are more interesting. There have been so many thoughts and opinions of different people put across that I feel it very educational."

6. Has the plan been embarrassing to you in any way?
"No."

7. Have you any suggestions for improving on the present plan?
"No."

8. Do you think the employees are in favor of it?
"As far as I know they are. From what I have heard in the Conferences the employees must be in favor of it, due to the improvement in their supervision."

9. How often do you think the interviews should be made?
"About annually should be often enough."

10. Do you think employees will work as hard when not driven?
"Absolutely. They will work as hard without being driven and harder, if you know how to handle them. I know that by my own experience in working for a man who in my estimation was a driver. I was disgusted. I couldn't put forth my best effort because my morale was gone. I felt I couldn't do anything so I asked for a transfer and I got out of there."

UNIVERSITY OF WISCONSIN - MILWAUKEE

January 7, 1929.
W-701-324-343
Inspection Branch

DISLIKES

Supervision

X My Section Chief has some peculiarities, but I have worked for him for several years and have become accustomed to him. When he does anything that is off color, he is sorry about it and tries to square it with you. In this way it is not hard to get along with him. X

Working Conditions

The lighting is fairly good, but I wouldn't say it was excellent. I think the washrooms could be, in some cases, better ventilated; and I think the drinking water is a little too cold occasionally. When we work overtime, like we have been doing in the last few months, the transportation on Cicero Avenue could be much better. There are not enough cars to accommodate the overtime crowd.

The Job

The employee stated there was nothing about the job that he disliked. The interviewer asked him if he was at all dissatisfied with the job because of the long time he had been on it. "Well, this is the way I look at it. Considering the conditions in the shop during the last few years, I know there were very few chances for advancement on account of a lack of openings, but if conditions remain as they are now, I think I can expect to be advanced a little farther."

LIKES

Supervision

The Section Chief is a fatherly sort of fellow. The Department Chief uses good common sense and does not call you on the little things that don't amount to anything. He corrects us in a gentlemanly manner in all cases where it is serious enough. By this he gets results.

Working Conditions

The heating and ventilation are satisfactory; and the ^{meals} lighting of the company ^{restaurant} ~~also~~ also satisfactory. I like the stock plan because they take the money out of your pay without any trouble to me, and ~~also~~ because I get a good percentage of interest.

The Job

Well, I come into contact with quite a number of people daily and I try hard to satisfy them. I believe in cooperation although there are

January 7, 1929.
W-701-324-343
Inspection Branch.

The Job - Continued

some people in the plant who don't. This gets a person farther. The job is interesting. I don't say that I am over payed or that I am under payed; but I probably could be earning more. I also take a great interest in the help in our section. It takes a person who is a good student of human nature to make a good supervisor. I like to see that they all get a square deal.

COMMENTS

Questions and Answers About the Interviewing Program

1. What is your opinion of the plan?
Is great stuff. It will teach some of the supervisors how to handle help.
2. How has it helped you so far?
Well, I want to treat others as I would like to be treated. I have always been a crank on giving the employees a square deal; and I think that these discussions have helped me to weigh the cases that have come up before me and which will come up in the future.
3. Have you changed your method of handling your people since the plan was started?
I doubt if I have changed, and if I have changed, it is not noticeable to me, but may be to someone else.
4. Do you think the Company should keep it up and cover the entire Plant?
Yes.
5. Are the discussions in the Conference now more interesting or less so?
More so.
6. Has the plan been embarrassing to you in any way?
No.
7. Have you any suggestions for improving on the present plan?
I am very much interested in it and would like to suggest something, but I have nothing in mind at present.
8. Do you think the employees are in favor of it?
I think the majority of employees favor the plan; but there would probably be a percentage that would not favor it. None of my employees, however, have expressed themselves to me about it.
9. How often do you think the interviews should be made?
On new employees with less than two years' experience, I would say that they should be interviewed every six months. With two to five years' service, I would suggest every year, and with over five years' service, every two years.
10. Do you think employees will work as hard when not driven?
Harder.

January 7, 1929.
W-702-324-513
Inspection Branch.

DISLIKES

Supervision

One of my former Section Chiefs may have been rather short with some people and may have been a driver as far as some of the employees were concerned, but as far as I am concerned he was alright.

Working Conditions

None.

Job

None

LIKES

Supervision

Well, I had two former ^{Section} chiefs whom I liked the best. They treated everybody equal. They did not use any driving methods to get the work out, and the employees were always satisfied. One of them in particular was always ready to go to the mat for his employees to see that they got a square deal. He was always looking out for their interest as well as his own. I think my present Section Chief tries to treat everybody equal. He tries to help everyone from the work end of it and as far as overtime is concerned.

Working Conditions

I am taking A. T. & T. stock and I think it is a good plan for saving. The fact that they deduct the money from your pay is a convenience. The Building and Loan plan is also a good thing.

The Job

My present job is interesting; there is a variety of things that I have to do. The work is also clean. Is more or less of a clerical nature, and I like that kind of work.

COMMENTS

Questions and Answers About the Interviewing Program

1. What is your opinion of the plan?
Well, I think it is a good thing because it brings to the surface a lot of rankling sores that would fester if allowed to remain hidden

January 7, 1929.
W-702-324-343
Inspection Branch.

Questions and Answers About the Interviewing Program - Cont'd

as in the old days. It also gives the supervisors a chance to see both sides of the question, and it broadens him out considerable as far as his ability to judge human nature is concerned.

2. How has it helped you so far?

I think it has helped me to understand the people under me a whole lot better.

3. Have you changed your method of handling your people since the plan was started?

No, I don't think I have.

4. Do you think the Company should keep it up and cover the entire Plant?

Yes, I think what is good for one branch is good for the whole Plant.

5. Are the discussions in the Conferences now more interesting or less so?

I think they are more interesting because you have more concrete cases, and this is more beneficial than a whole lot of theories.

6. Has the plan been embarrassing to you in any way?

No.

7. Have you any suggestions for improving on the present plan?

I don't know of any right now, but I haven't given it much thought.

8. Do you think the employees are in favor of it?

I think they should be, but I haven't discussed it with any of my employees.

9. How often do you think the interviews should be made?

I think the interview should be made as soon as the employee is changed to another job, or to another section. This will bring the interview up to date as far as that employee is concerned. The employee may be satisfied on one job and not on another. In case the employee is not changed, an interview once a year should be sufficient.

10. Do you think employees will work as hard when not driven?

Yes, I do. I believe that when an employee is driven he works hard while the boss's eyes are on him, but slumps the minute the boss's back is turned. When you don't drive the employee, you create confidence in him and his self-respect will keep him going whether the boss is around or not.

January 8, 1929.
W-703-436-543
Inspection Branch.

DISLIKES

Supervision

There is only one thing that I have to complain about, and that is the fact that the supervisors seem to have been left out as far as raises are concerned in regard to the Task and Bogey performances of their group. It seems that the supervisor's efficiency does not ~~balance~~ ^{weigh} much weight when raise time comes along. In my case, I got a raise a year and a half ago, and at the next period I was told that I got a raise the last time; although the employees that had received raises at the last time were considered again, because of their performance on Task and Bogey. Besides that, I was told that supervisors were only considered in December. When December came around, I was told that the supervisors were considered every year and a half. Now I am wondering what they will tell me this coming January. I suppose it will be, wait until December again.

The way we have been drumming along and selling this Task and Bogey to our people and they benefit by it, but we don't get a darn thing. I have got a man over there who has been here a short time and who is getting seventy-two cents an hour already. The man has nothing to worry about except his job, while a supervisor has a whole lot more to worry about, and the difference in pay is not great enough. I would also like to make a statement regarding the difference in pay paid the Operating Supervisors and the Inspection Supervisors. The Inspection Supervisor's pay does not even compare with the Operating Supervisor's. There are real young fellows in the Operating Department getting practically the same, and in some cases, more than we are, and all they have to worry about is their certain operations. Furthermore, the supervisors in the Inspection Branch have to deal with the Operating Supervisors who are getting approximately twenty-five per cent more money. Those fellows don't look upon us as their equal, but as an inferior. Several times I have gotten data together on this subject, but nothing has every become of it.

The Section Chief and I have gotten along alright, of course we have had our differences, but they are to be expected. I work for one fellow that ~~doesn't~~ ^{doesn't} seem to feel much like promoting any body, although his superior picked men from his group for promotion. When his superior suggested a transfer for a certain employee, the section head put up a kick until the department head put his foot down and told the section head to transfer the man. I have had times, too, when my section head would not live up to the things he said should be done. This was a long time ago, however. It was a case of where several operators refused to work overtime. The section head told me that they would have to work or stay home the next day. They kept on refusing and they kept on getting away with it all the time. It doesn't make a supervisor feel any to good when a section chief does not back up his own words.

January 8, 1929.
W-703-436-543
Inspection Branch.

-2-

Working Conditions

I think the lighting conditions could be improved. The lighting is responsible for us getting ^{difficult} ~~difficult~~ work from the Operating Department in a lot of cases. They have no bench lights, and the other light is not adequate for some of the adjusting work. The Hawthorn Club is one thing I would like to comment on. I have heard several complaints, not only from club representatives but also from employees, that have not received proper treatment at the club store. I heard one fellow say that the man that was waiting on him ^{thru} ~~through~~ his change across the counter, and several coins rolled off the counter. The clerk did not attempt to help the man find them and he could not find several of the coins. The clerk also picked an argument with the employee about it. The club representative has kicked that he could not get waited on, although in some cases there would be two or three clerks talking together and fooling around. Due to these conditions, a lot of people have done their shopping outside.

The Job

None.

LIKES

Supervision

I could say that I have seen section heads that try to do all that they can for their people. My present section chief is willing to go out of his way to help people. There was a recent case in which a man's pay check was delayed. The man was very much put out over it, but the section chief arranged to get this man's money for him. This case happened just before Christmas time, and you can imagine what it would mean to that man if he didn't get his money.

I think my present supervisor is the best supervisor I have ever worked for. The department head is considerate and also outspoken. I admire the outspoken part of it more than I do anything else about the man.

Working Conditions

I like the benefit plan, and I am well pleased with the thrift plan. The thrift plan has been especially beneficial to me. I think working conditions are a whole lot better here than in any place that I ever worked in.

The Job

I like the responsibility attached to the job. I like the nature of the work. I also like to get the chance to deal with other people as we supervisors do. The job is also interesting.

January 8, 1929.
W-703-436-543
Inspection Branch.

Questions and Answers About the Interviewing Program

1. What is your opinion of the plan?
→ I think the plan is very good.
2. How has it helped you so far?
→ Well, for one thing, I have noticed that it is a whole lot easier to approach some department heads that could not be spoken to before some of these meetings.
3. Have you changed your method of handling your people since the plan was started?
→ Yes, I have. After hearing some of the complaints, I thought I could better some of my own methods.
4. Do you think the Company should keep it up and cover the entire Plant?
→ Yes.
5. Are the discussions in the Conferences now more interesting or less so?
→ They are getting more interesting.
6. Has the plan been embarrassing to you in any way?
→ No.
7. Have you any suggestions for improving on the present plan?
→ I can not think of anything right now.
8. Do you think the employees are in favor of it?
→ Yes.
9. How often do you think the interviews should be made?
→ An average of every six months.
10. Do you think employees will work as hard when not driven?
→ Yes, except in rare cases.

*Don't force letters
Questions & Answers*

USED IN SUPERVISORY
TRAINING CONFERENCE
January 26, 1929.
Inspection Branch
W-706-134-492

BRANCH

MEETING

DATE

DISLIKES

Supervision

"Many times I felt that one of my former section chiefs did not get in on various troubles when brought up to him. This necessitated various delays and confusions. I will give you an instance; I was new on the job and I had not had any experience on the work. The work was more technical than what I had previously done. For this reason, I had to question a good many cases with him. For example; the operating supervisor would get me in on certain items and ask for my opinion, and being in doubt, I would seek the advice of the section chief. In several instances we had the problem at hand, that is, the operating supervisor and I would speak to the section chief, and the section chief would reply, 'Oh, I can't get in on that just now'. He was a good section chief in all other respects, and I believe that is about the only complaint that I could make in regard to supervision.

Working Conditions

The lighting in our section is bad. I might add that I have been pretty well disgusted for the past few months with the amount of attention given to this condition along the line. I really blame the Planning Organization most for this condition. I thought they were taking too much time to get it fixed, but I have just gotten some news to the effect that the Planning Department and also our own organization were investigating different types of lights to determine a desirable type and that these are to be installed at an early date.

Ventilation has always been a problem as long as I have been here. I have caught colds here due to improper ventilation, and I have received complaints from subordinates to the same effect. My experience has been that the operators sitting along the wall benches are in close contact with the radiators, and invariably open the windows. This causes a draft, which does not affect them as it passes over their heads and strikes the fellows at the higher benches. This often causes trouble as the two cannot agree, it being too hot for one, and too cold for the other. I think that this is the general condition throughout the Plant. The supervisor has to handle the question and settle it to his best judgment, which is sure to dissatisfy one of them.

XI would say that one of our biggest handicaps at present is a lack of floor space and bench positions. This condition is being worked on and temporary benches are being installed. This will relieve the situation to some extent, but we will probably have our isles blocked all of the time any way. X

I have found the toilet satisfactory with the exception of a few cases due to carelessness and poor cooperation on the part of the employees, which has resulted in an unsanitary condition.

Job

The clerical service is not what it ought to be. When you want service now, the clerks tell you that they are too busy. The work that they perform for the Operating Department seems to take up practically all of their time. The filing of correspondence and blue prints is always neglected until we make a "hollow" and then they tell us 'See me tomorrow, or the day after when I am not so busy'. They spend so little time in the Inspection Section that they are no longer familiar with our files, and this results in them taking up a lot of the supervisor's time, asking where certain papers are to be filed. X

X Another handicap to the supervisor is the inconvenience and loss of time and extra work imposed upon him due to a high percentage of defective work. On numerous occasions this condition has resulted in a very bad feeling between Inspection and Operating supervisors. X I would say that this condition has been augmented to some extent by the introduction of the bogey system, which does not permit repairing of any kind by the inspector and causes him to reject some items which were previously repaired by him. When the inspector does his duty, he is accused of sticking too close to routine and often he is called 'finicky'. The Operating Department supervisors believe that if we realized their troubles, we would not be so apt to complain of these defective conditions; however, I have heard a good many of them express their opinion that the bogey system was responsible for this ill feeling.

I would say that another angle to this question is the fact that operating rates and layouts have recently been revised to the extent that all preliminary inspection by the ~~supervisors~~ ^{operating staff} has been eliminated, and in some cases, they have even stopped continuity and breakdown tests. This has resulted in the delivery of a poorer quality to the Inspection Department. When an inspection supervisor complains to an operating supervisor that the work is coming very bad, he is invariably told that due to the above mentioned changes, together with the inferior parts, that he is doing the best that he can. The operating supervisors claim, or at least, they think that the sampling inspection scheme has also caused some of the trouble.

We cannot plan our work as well as we used to, due to the fact that the Production people seek a promise on practically every job that comes in, and what is still worse, when we do try to plan our work, they break in with so-called rush orders, and they want everything else dropped and their particular job given preference. This results in a loss of time, due to stopping in many cases in the middle of one job and side-tracking it, and getting a set-up for another job. I feel reasonably sure that if the Production people did not put so much pressure

on the Inspection, greater results would be obtained. We could then plan a job and put enough people on it and make a clean-up, especially when we have a large order.

We also find a condition which is hurting the morale of our inspectors, for example; we are told to drop everything and get in on the job supposed to be the hottest in the Western. We tackle the job, complete our inspection operations, turn it over to the Operating Department to perform a final operation. This so-called hot job is seen two or three days later not completed and still in the section. Some of these jobs are of a difficult nature, and it irritates the inspector to stop in the middle of one job to start another, and then find later, after his inspection has been completed, that all pressure by the Production people has seemed to cease. The inspectors often remarked to me, 'There's that hot job that we got out day before yesterday'. That is a bad condition; I would like to see it remedied. We believe from the above mentioned circumstances that the Production people took an unfair advantage of us by rushing this job ahead of others and interfering with our plans, when the job was not as hot as they pictured it.

When I was first instructed in regard to the method of setting bogeys, the whole system was outlined. The reasons for setting them, and the benefits we expected the employees to derive from them. The first thing was to size up the job and time the bogey on an operator who was thoroughly acquainted with the job and one of average speed; then, we were to tell the person being timed to do a job, act natural, and in other words, to forget that he was being timed. This procedure I have always tried to live up to. In our section, at present, I have some complaints from inspectors in regard to bogeys being harder to meet than they were in the past on account of them being compelled to do a more thorough job of inspection. In analyzing these complaints, I have found in some cases that certain items were then slighted on account of the work coming O.K. for these defects. When a defect is found on an inspector, I often find that the former bogey ~~setter~~ had given instructions to the person being timed not to check for certain defects. This puts me in a bad position, as some of these cases are pretty hard to run down. This condition was so bad that on one occasion, I found operations not being performed as per I.M.I. I had to rectify this condition by re-timing the bogey rate to allow for this operation; in fact, it has been necessary for me to re-time and re-advise several bogeys. This is not a pleasant task as there is always more or less trouble when you have to re-time a job. It is hard to satisfy an employee who feels as though a bogey was set wrong.

LIKES

Supervision

I find my present supervisors very human and just. I like the

present organization much better than the former one that I was in, due to the fact that there are less petty jealousies and we are more like one family, striving for the same goal. In the other organization there was always a feeling, and in fact, a good many rumors, that the department chief encouraged rather than discouraged people carrying tales to him. Over there you never knew where you stood. When I was transferred into this organization, I noticed a better feeling all along the line. I find that I can get more help at a critical moment, and it is given without embarrassment to me. I am able to get the troubles of the day cleared up in less time and in a more pleasant manner.

I have worked for several supervisors, among them, there are two outstanding ones, whom I liked best. Their characteristics were about the same, namely; they were good-natured and able to keep cool under fire. They were willing to listen to both sides of the story. I say, above all things, they were honest. If a certain condition presented itself wherein they had made a wrong decision, they would come back and tell you about it. I would say that they are just the reverse to the type of fellows who think that they are always right because they have authority.

Working Conditions

There is one outstanding feature that a great many lines of work do not offer, and that is, steady employment. This is a big thing, especially when you compare it with the building trades, which we know, offer big wages, but the employees are often confronted with slack periods.

I believe we were one of the first, if not the first, to give shop employees vacations with pay.

Our buildings are well kept, and are a whole lot better than other shops that I have seen. I expect that we spend a lot of money on ~~ventilator~~ ^{janitor} service.

I am well acquainted with the various saving plans and I have availed myself of the opportunity to save by two of them.

Job

I find my job interesting. We have plenty of work, and that is better than looking for work, as I have always believed that as the number of employees in the section increases, the better the break for the supervisor. In other words, he has more responsibility, and it has been my experience with the Company that when we ~~were~~ busy, they are willing to compensate for our services. I consider that I have been treated fairly by the Company with respect to pay."

January 26, 1929.
Inspection Branch
W-706-134-492

QUESTIONS AND ANSWERS ABOUT THE INTERVIEWING PROGRAM

Q.1. What is your opinion of the plan?

A.1. I think it is a very good plan. I can cite an instance with which I have personal contact where a supervisor's attitude has been entirely changed. This supervisor was inclined to be too strict at times. His method was to fire or lay off an employee for poor work. I am reasonably sure that he believed this to be the only real method. He would not suggest this method, however, until he was on the "pan" himself, due to poor work of his organization. Ever since the first branch meeting, his entire attitude has been changed with respect to his dealings with his subordinates.

Q.2. How has it helped you so far?

A.2. It has helped me to the extent that I have a clearer view of the best way to handle employees, and also a better understanding of how the management wants them handled.

Q.3. Have you changed your method of handling your people since the plan was started?

A.3. I can't say that I have made any changes. I don't think anyone has accused me of being unfair.

Q.4. Do you think the Company should keep it up and cover the entire Plant?

A.4. Yes, I do. I think the other organizations ^{would} have received the same benefits and I think that it could be lined up to stress on certain points regarding an inspector's duty to his job, which does not seem to be understood by the Operating Departments. I believe that discussions along these lines and solutions for some of the problems would result in a better understanding by the operating and inspection supervisors.

Q.5. Are the discussions in the Conferences now more interesting or less so?

A.5. Yes, I like the interviews better, because you get a chance to think for yourself, and you also hear the other fellow's viewpoint.

Q.6. Has the plan been embarrassing to you in any way?

A.6. No.

Q.7. Have you any suggestions for improving on the present plan?

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Interviewing Program Con't.

A.7. I believe there is an ideal solution for most of the problems mentioned in these interviews, and I believe that certain outstanding cases should be cited, weighed, and settled by a committee.

Q.8. Do you think the employees are in favor of it?

A.8. I think the employees are in favor of it.

Q.9. How often do you think the interviews should be made?

A.9. Once a year.

Q.10. Do you think employees will work so hard when not driven?

A.10. I do, because I believe if you have a type that have to be driven, they are undesirable. We are getting a good class of new employees now, who do not require driving methods. They are mostly high school graduates, who have a broader view of conditions.

JRW:ME

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W-707-216-552
USED IN SUPERVISORY
TRAINING CONFERENCE

DISLIKES
SECTION

Supervision

MEETING #21 - Par marked X 2nd Page.

"From my viewpoint of the supervisory work who have been over me, I am satisfied that I have been ^{most} satisfactory every since I began working.

Working Conditions

In one of the buildings where we have girls working, the girls work on one side of the room and the Operating people have fellows soldering on the other side of the room. The smoke from the soldering irons to some extent affects the operator during the soldering, and to eliminate this, he opens the windows. By opening the windows, he creates a draft, and the girls, being in this draft, complain about it being cold. There is a continual argument in here about whether we should leave the windows closed or not. In order to compromise, we open the windows a little bit and try to satisfy both sides. In the other section, we have fellows working against the walls, and there is also a draft there coming in from the windows, even though the windows are closed. The employees working there complain about that, but we can't do anything about it. The girls in the other section should have bench lights as the overhead lights are not sufficient or suitable for the kind of inspection they are doing.

X I think that there is insufficient transportation at the time that we get out. That includes both the 5:00 o'clock and the 7:00 o'clock crowd. I had to hang on a street car, standing on the rear step all the way from Kedzie to Hawthorne this morning. This condition always exists from about 7:00 o'clock to 7:15 every morning.X

The Job

Any time I have anything that I dislike about my job, I take it up with my supervisor, and he either shows me how I can correct the dislike by doing the job in a better way, or if it is possible, we eliminate the condition entirely. I am a Sub-Section Chief now, and as I understand it, the next job is that of a Section Head. I feel as though the Section Heads in the Inspection Branch are underpaid, considering the responsibility which they shoulder. I am comparing a Section Head with a foreman of the Operating Branch. The Section Head carries responsibilities equal to that of a foreman, but his pay is not even equivalent to an assistant foreman's.

LIKES

Supervision

There is one big thing that I like about my Section Head. He is open and above board. He never keeps any of us in the dark. When he has anything to say to any of his subordinates, he doesn't hold anything under cover. He comes right out with it. I think he knows his job. By knowing his job, he

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helps all the other supervisors who are working for him.

Working Conditions

I am satisfied with working conditions. I think the rest period proposition in effect in some sections is a good way to satisfy the employees working in those sections. It tends to break the monotony.

I think the A. T. & T. and the Building and Loan plans are very good, but the Ready Money plan, in my estimation, is a failure, because the people who want to save by means of a bank account, will bank in their own neighborhood. I know of several cases in which employees have the Ready Money Plan but they go over to the bank every week and draw their deposit out, causing a lot of work for both the Western Electric Company and also the bank. X

The Job

As far as the job is concerned, I think the work is interesting. I like to do supervision. I think supervision trains a man to deal with other people outside of work."

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?
My opinion is that it is a very good move.
2. How has it helped you so far?
It has helped me to the extent that in taking in these conferences, I have been able to correct some of my faults that I learned I had.
3. Have you changed your method of handling your people since the plan was started?
Yes, I think I approach them a lot differently. I see their sides of the questions that arise, where possibly before I only looked at them from the supervisor's side.
4. Do you think the Company should keep it up and cover the entire Plant?
Yes.
5. Are the discussions in the Conferences now more interesting or less so?
More interesting.
6. Has the plan been embarrassing to you in any way?
No.

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7. Have you any suggestions for improving on the present plan?
No.
8. Do you think the employees are in favor of it?
Yes.
9. How often do you think the interviews should be made?
Every time the supervisor is changed or every time one is transferred to new work.
10. Do you think employees will work as hard when not driven?
Yes, I have found ~~now~~ ^{out} that in the majority of cases they will.

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DISLIKES

Supervision

"I have had several supervisors but it seems that I never ran across one like this one. As I told the department head, it used to be a pleasure to come down here to work, but that feeling has left me now - when you have the remarks thrown at you like the section head makes. There are a few little things I would like to tell you about in regard to this section chief.

"First, he is often short and sarcastic. We did a job one day on which we had been having trouble right along. The engineers and everybody had been here on the job, but they didn't seem to be able to locate the trouble. The ultimate inspection had rejected some of the jobs. We were working on another job and he happened to run across these rejection tickets, so he came up to where one of the gang bosses and I were working and he threw down these rejection tickets and said: "This is what I call rotten inspection." Then he walked away, not giving us a chance to explain. I didn't think this was a very nice remark for him to make without finding out and knowing more about it. The following night we worked overtime and he started in about these jobs again; so I got kind of peeved and told him the way things looked I was not wanted around here, and then he made the remark: 'Well, if the shoe fits, wear it.'

"I went along and have kept going like I always did. We had another little run-in two weeks ago, and I took it up to the department head. I thought that I couldn't stand it any more. The department head said he would talk to him but I don't know if he did or not. He doesn't say anything to me any more except what he really has to."

Working Conditions

"We really haven't got the lighting system that we should have. We should have some bench lights. When the eight-thirty office help comes in, it is pretty cold here. Sometimes you have to walk away from your desk to get out of it. The washroom in the next building is almost too filthy to go in to. I have plenty of trouble using the transportation on Cicero Avenue. It seems that most of it lies with the trailers. They have the entrance in the center of the car and, of course, the people that are not coming to Hawthorne will not get in the car all the way as they should. They block the entrance so that other people cannot get on or off. I am not late often because I

EO

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DISLIKES

Working Conditions, continued

leave early enough, but the few times that I have been late has been due to those trailers."

The Job

"I haven't anything against my job, but, of course, now I don't feel at home like I did before, but as far as the work is concerned there is nothing that I dislike."

LIKES

Supervision

"The section head that I had before this one treated me like I was a sub-section chief, but this one here don't do that. Sometimes I don't know what I am. When this former section head went away, he would tell me where he was going and how to locate him. He would deal with me instead of going right over to the gang boss as is done now. He treated me like I was his equal."

Working Conditions

"I have no complaints to make about the working conditions. The vacation plan I think is a good thing. The A. T. & T. stock plan is another good thing."

The Job

"I like this kind of work because we always have something different. It is not a routine job."

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?

"I think it is a mighty nice plan. My opinion is that a lot of employees would not complain otherwise but through this plan. They are able to tell such things as it is confidential. I know in my case I have never complained and I have had many 'ups and downs.'"

EO

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Questions and Answers to the Interviewing Program, continued

2. How has it helped you so far?
"After you have attended a conference you think about those things. You may have been hasty before, but now you think twice before you act."
3. Have you changed your method of handling your people since the plan was started?
"No, only as I stated there."
4. Do you think the Company should keep it up and cover the entire Plant?
"I think they should."
5. Are the discussions in the Conferences now more interesting or less so?
"Yes, I think they are a whole lot more interesting since they have been reading interviews to us."
6. Has the plan been embarrassing to you in any way?
"No."
7. Have you any suggestions for improving on the present plan?
"No."
8. Do you think the employees are in favor of it?
"Yes, I think they are."
9. How often do you think the interviews should be made?
"I think they ought to get around about twice a year."
10. Do you think employees will work as hard when not driven?
"Yes, they will work a whole lot harder when they are not driven."

EO