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AN EMPLOYEE RELATIONS DEVELOPMENT STUDY

Step

1929

UNIVERSITY OF WISCONSIN - MILWAUKEE

DON'T DISCLOSE IDENTITIES

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

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From the beginning of these studies, the identities of the

SUMMARY OUTLINE OF EMPLOYEE INTERVIEWING PROGRAM
INSPECTION BRANCH - HAWTHORNE WORKS - WESTERN ELECTRIC CO.
SEPTEMBER 1928 TO FEBRUARY 1929
persons involved by substituting fictitious names, or
code symbols for real names.

When the fatigue test was started in May, 1927, one of the objectives was to gain the confidence of the test operators to such an extent that they would give us a frank expression of their feelings as to working conditions and reasons for variations in output. Due to the confidential relation established with these operators, we also learned some things about our supervisory methods and their effect on operators' morale which convinced us that there was considerable room for improvement.

Last year a search was made for some means of measuring the effectiveness of the training being given supervisors and these expressions from employees working in the fatigue study groups seemed to indicate a way of measuring, at least objectively, the values in supervisory training.

It was thought that if all employees could be interviewed and their honest comments secured, they would give a comprehensive picture of the supervisory practices followed and of the desirability of these practices.

From this embryonic beginning the idea grew into the program herein described.

PURPOSE OF THE PROGRAM

1. To learn from employees their likes and dislikes relative to their working status.
2. To provide a more definite and reliable basis for supervisory training and for added refinement and control of proper working conditions, placement and efficiency.
3. To supplement and verify conclusions reached from test studies now being conducted with small operating groups.

THE PLAN AND PROCEDURE FOLLOWED

It was decided to conduct the interviewing on a confidential basis in order that individual employees or supervisors would not be embarrassed by any comments that were made. It was felt that this would stimulate honesty in the contribution of opinion and feeling.

The supervisors in the branch were informed of the proposed plan in the September Branch meeting last year and encouraged to discuss the project. Generally they subscribed to the plan.

Five interviewers were assigned to the Personnel Division to do the interviewing.

The employees were interviewed at their working position or at some nearby location.

Interviewers informed each employee of the purpose of the interviewing and of its confidential nature and asked for whatever comments they cared to make, both favorable and unfavorable, about their supervision, working conditions and job.

As the employee talked the interviewer made almost verbatim notes. From these notes the interviewer dictated the employee's comments in the form shown in the second section of this folder.

Interviewers kept a card record showing each employee's name, organization, location and the names of supervisors mentioned.

The interviewing was scattered, e.g. only two or three employees in the same location were interviewed on the same day.

Interviews were filed so that the comments of all employees in one group or one section or one department might be reviewed at the same time.

The plan provided that interviews or comments from employees would be used in supervisory training conferences as a basis for the discussion of supervisory methods and technique.

Interviews were selected for conference discussion on the basis of their reference to supervisory practices. These interviews were analyzed and supplemented with a list of points for discussion. Some of these interviews with discussion points are shown in section two of this folder.

The interviews selected for discussion were taken up in the branch staff meetings before being discussed in the conference groups of other supervisors.

Conference meetings for all supervisors were held every two weeks. Conclusions from these discussions were recorded and filed with the interviews discussed. Some representative conclusions from discussion groups are shown with the interviews in the second section of this folder.

The present plan is to continue supervisory conferences on this basis until the points for discussion are exhausted.

It is planned to analyze the comments of employees in three ways as follows:

1. Analyze all unfavorable comments, excepting the comments about supervision, under classified headings. (This analysis has been made for several groups and corrective action to remedy the causes of these comments is being initiated).
2. Analyze and show under classified headings representative comments, both favorable and unfavorable. (This analysis should give a picture of the thoughts and feelings of employees on many of the things which govern their satisfaction).
3. Analyze and summarize under classified headings all points on supervisory technique and practice, which are discussed in conference groups, and show adjacent to these the representative conclusions reached. (The result of this should be a comprehensive manual for supervisors).

From time to time, during the interviewing of employees, supervisors volunteered comments and opinions about the program. These comments were recorded.

When all employees had been interviewed, supervisors of Group Chief and Section Chief rank, were approached and invited to give their comments on the same basis as the employee interview. (This part of the program is not yet completed).

In addition they were asked to give the interviewer their answers to the following questions:

1. What is your opinion of the plan?
2. How has it helped you so far?
3. Have you changed your method of handling your people since the plan was started?
4. Do you think the Company should keep it up and cover the entire plant?
5. Are the discussions in the conferences now more interesting or less so?
6. Has the plan been embarrassing to you in any way?
7. Have you any suggestions for improving on the present plan?
8. Do you think the employees are in favor of it?

9. How often do you think the interviews should be made?
10. Do you think employees will work as hard when not driven?

Some of the interviews from supervisors with their answers to these questions are in section three in this folder.

RESULTS

Comments from employees are about equally divided between favorable and unfavorable expressions.

Employees make very fair comments. Practically no unfair or unreasonable comments were identified.

Most of their comments are about current things. Not many employees comment about things which are more than a few months old. A few employees, however, have remembered unfair treatment and conditions for many years.

Where employees have had unfavorable comments to make about their supervision they have in general expressed satisfaction and confidence in the policies of the Company.

Employees have expressed pleasure and satisfaction in the program. They appreciate the Company's interest and some have said that it helps them just to be able to tell how they feel about things.

Quite a number of employees interviewed in the latter part of the program said that they noticed improvement in their supervision. They say that their supervisors have a better attitude and use better technique since the interviewing started.

Comments from employees indicate that they have good conceptions of the way in which they should be supervised, the conditions under which they should work and the company's policies.

Supervisors feel that the conference discussions where interviews are used are a great deal more helpful and much more interesting. They say that employees bring up points which supervisors would not ordinarily think of as being important in the minds of those they supervise.

Comments received from supervisors, during the period in which employees were interviewed, were in general favorable and encouraging.

GENERAL COMMENTS

Values in the Program

Provides an opportunity for the employee to talk about trouble which he does not feel free to discuss with his supervisor.

Gives employee a fair hearing.

Eliminates favoritism and provides better supervisory relationship.

Gives employee a feeling of satisfaction to know that he is being consulted.

Prevents employees ideas from being lost.

As supervisor becomes more approachable, employee will take his problems to him.

Demonstrates to employee that Company is interested in his welfare.

Brings out right and wrong methods of supervision in a way that is easily understood by supervisor.

Arouses an interest in supervisory methods far greater than any previous method.

Provides a composite picture of the way employees react to supervisory practices.

Gives the Company a more reliable check on the caliber of supervisors. Some interviews also indicate possible supervisory candidates.

Gives a true picture of morale of all employees. Staff not dependent upon the comments of a few employees.

Many causes of dissatisfaction among employees are brought out which would come up in no other way.

Shows importance of complaints about such items as heat, light, ventilation, etc.

Gives first hand information as to the most acceptable supervision, working conditions and placement.

Increased efficiency and better morale because of better supervision.

Furnishes a means of locating cliques of various kinds.

With the interviews as training material, all cases discussed are actual ones, having a direct application to the supervisors daily job.

The interviewers themselves receive excellent training in supervisory practices.

Brief Summary of Conclusions

We have been surprised to see what an effect a little personal attention on the part of the supervisor has on the employee.

Employees do not in general want an unreasonable amount of attention.

Periodic interviews of this sort inspire the supervisor to do a satisfactory job.

Discussion of interviews affords the most effective means of supervisory training we have found.

Against the cost of this program may be put down: Lower labor turnover - greater output - fewer problem cases - lowered accident and sickness rate.

A keen interest on the part of supervisors in employee relations will later create an interest in other policies and activities as supervisors will see the need for such information in creating interest and loyalty in their people.

Experts agree that many cases of obsessions or preoccupations are helped by employees having an opportunity to tell their stories to an interested listener. We have run across cases of this kind in our interviews.

Under our past set-up there was almost no opportunity for employees to voice their feelings about the method of supervision. Certainly they are not going to do it to their immediate supervisors, for obvious reasons. If we are to reach our goal on supervisory methods it is imperative that we know at all times what the situation is.

We are not getting in all cases a free and true expression from employees interviewed, but judging from the marked improvement shown during the months we have been carrying on this work it is evident that most of our employees will give us a frank statement of their thoughts as they become thoroughly sold to the idea that the plan is being carried out honestly in an attempt to better working conditions.

We feel that we have developed a method of training supervisors and improving the morale of the workers that we or any other large employer cannot afford to overlook.

It is surprising to learn how well many of the employees are able to grade their supervisors on knowledge of the job and supervision.

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November 22, 1928,
Inspection Branch-M.

DISLIKES

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Supervision

"I noticed a lot of improvement in my own supervisor in the last few weeks, which I attribute to this training course. Of course I don't know it is due to that, but I understand from different ones that this course which he has been taking was concerning supervision. We have remarked among ourselves about the improvement in his attitude toward his men. One thing in particular is his approach to his men. He was formerly rude. There was no gentlemanly principles attached to him at all. Now he is altogether different. Of course we are not kids that have to be handled with gloves, but we like to be handled as men. Now if we do make a mistake, he comes up to us in a nice mannerly way and says, "Here, there is a little mistake about this," or, "Here, your figures don't check with the clerk's. Will you check your's over." Formerly he came to us in a harsh way and jumped all over us and demanded that we check over our figures. I worked with this fellow upstairs before he became a supervisor and he was the same way upstairs. I have talked to others about him and they agree with my viewpoints. He deserves all the credit we can give him, though, for his change in supervision and it shows that there is some good in him. This training is certainly beneficial to our department if it has caused this change in him."

Working Conditions

"I think that the sanitary conditions could be a little better. One way would be to sweep the tobacco and orange and apple peelings out. I think tobacco users should be more careful than they are."

The Job

"I haven't advanced like I would like to because I haven't the education and I wasn't in a position to go to school for several years, but now I am going to the Hawthorne evening schools and am trying my best to improve my education. I find the Company is always willing to help you advance if you show any initiative to help yourself."

LIKES

Supervision

"I find the Section head and his assistant to be very agreeable and pleasant men to work under. I think they raise us and promote us in accordance with our ability for advancement."

November 22, 1928,
Inspection Branch-M.

Working Conditions

"I like this place in this respect. I think the working conditions are good. I think the Company's policies as a whole are fine."

The A. T. & T. stock, sick benefits, Club benefits, and all of that are all that we can expect.

The Job

"I like the work because it is interesting. It is a job on which there is good advancement if you want to work hard and dig in."

November 5, 1928,
Inspection Branch-W.

DISLIKES

Supervision

Disliked her previous supervisor because he showed partiality and refused to listen when they wanted permission to be excused. She asked for the week end off, including Labor Day, but was willing to come in the following day. He promised the girls that if they worked hard they wouldn't have to work on Saturday P.M., which was the Saturday of the week end that she wanted to stay home. Thursday night he came to her and said that they would all have to work. She asked him if she might work right through her noon hour on Saturday as that would give her a couple extra hours to get ready. He said that the Western Electric Company didn't do that anymore. The result was that she had to work.

When she found out that she was not able to have her week end off, she naturally did a lot of talking and he came up to her and told her that she was doing too much talking. She told him that she was making her bogey. He went to the Gang Chief - what he told him she doesn't know, but she was asked to come up to the desk and asked why she figured that she only had to make her bogey. She said, "He asked me if I didn't know that just to make my bogey was to make the minimum, so I said I thought if I were he I would wait before I bawled anyone out as to whether or not they made their bogey. I told him I was doing exactly the same kind of work that I do every day, although I was disgusted and would be glad to be told if I was not making the same percentage the days that I felt so disgusted because I was not permitted to stay home." He evidently found that she was right because she has heard nothing from him regarding her bogey.

There were six other girls in her section that went home at 2:00 o'clock because they didn't have any work and some of the girls in her gang went home at 3:00 o'clock, while she and a few other girls had to work because they had asked to get off.

She said she had been on her vacation for two weeks and when she came back the Gang was all excited and had wonderful news for her. She said that they said that so and so had changed so much that she would never recognize him. She at first thought he had an accident and was disfigured, but it didn't take long before she found out what it was.

He came up to her and said "Good Morning" and asked her whether she had a nice vacation and then she knew what the girls had meant and in what respect the change was. But, of course, they all

November 5, 1928,
Inspection Branch-W.

Supervision - Cont'd.

knew there was a reason for the change. The gang heard about the Branch Meeting and as a result was trying to give a good impression. He knew she had not been interviewed and wanted her to forget her previous trouble with him. Of course, she said, that is not quite so easy.

Working Conditions

Disliked her previous job because it was dirty. Didn't like the fumes and feels that things were a lot more comfortable and cleaner when the partitions were in.

The Job

Was very pleased when given a transfer to her present section.

LIKES

Supervision

Her present supervisor is a man who tries to have his subordinates do what is right. He goes out of his way to find out whether the operators are being treated right. He told them that he would like to have their comments when they are dissatisfied with their work or working conditions.

Working Conditions

See above comments.

The Job

Very well satisfied with her present job. It is very interesting and a higher graded job. She has a better chance of making more money.

Comments

There are other girls in this section who have complained about this supervisor for the same reason that this girl did. The other operators said that he went home early himself. This girl had forgotten to mention this. I am very glad for the girls' sake that he is trying to do better and that he is more pleasant than he used to be. It is no doubt the reaction from the Branch Meeting. He evidently does not wish to have any complaints made against him.

November 28, 1928,
Inspection Branch-M.

DISLIKES

Supervision

"The Gang Boss could use a little more tact. He doesn't always give you a chance to tell your side of the story. He is always right and he doesn't give you a chance to prove that he is not right. There are some jobs on which he should be familiar with, but which he doesn't know about. We don't know these details about the job and it should be up to him to tell us. He has been on the job since I've been here over three years, I asked him about these details and he said he would find out, but he never does and that is the last we heard of it. The job goes out without these questions being settled. I often think there will be trouble about these jobs from the road. I hate to make things look black for him. I have no grudge against him but sometimes you think someone will be writing a letter in on some of these jobs in regards to these questions and when they do, I will not have anything to back me up for letting the job go. Another thing is that he does not distribute the work so that we can get it out in the most convenient way. If he would allot the work the way I think it should be done, I believe we would be able to get more out. I suppose they will think that I am an awful "red" when they read this, but you asked me what I think so I am telling you."

Working Conditions

"Better than found in most factories. I believe the lavatories should be heated. I suppose that there are reasons for not heating them, but they are really too cold."

The Job

"Efficiency is all right. It is well to have an efficient force but the plan that we have down here is really encouraging the men to railroad the work. They are really doing it and getting away with it. The work is coming so good from the Operating Department so you see our efficiency is dependent on the Operating Department. If they are good, we are good and if they are bad, we're a whole lot worse. There are a lot of fellows on the job now who are trying to cut each other's throats. They are doing that so that they can be the highest in efficiency. Everybody is trying to be on top. The result is that the quality of the work has to suffer for it. If we turn a job out in two hours, next week the bogey will be cut to 1-3/4 hours. The rates are not consistent. We do not know how much time we are allowed on a job. I keep reducing my time on the jobs in an effort to increase my efficiency but it doesn't do any good, because the rates are cut accordingly. I don't know when we'll reach the limit, but it looks as if we will soon be working through the noon hour in order

November 28, 1928,
Inspection Branch-M.

The Job, Cont'd.

to get ahead. I'm breaking a man in now and I can't make the rate when I am doing that. I don't get any special time allowed for it either. You can't make any time when you have someone with you like that. We're often delayed in waiting for work - if the work gets slack, we have to wait and wait for it. Your time starts when you finished your last job. If you finish a job at nine o'clock and don't get any until ten o'clock, you don't get credit for the hour which you spent waiting. I am not a chronic kicker and nobody would have ever known this if you hadn't come to me as you did, but I suppose when they read this, they will surely think that I am a Bolsheviki."

LIKES

Supervision

"I like all the supervisors. I have no personal dislikes against any of them. We are all here to work and the best we can do is to get along as smoothly as we can."

Working Conditions

"The Company tries to keep this place clean and sanitary, that is about all that anyone could ask. One thing they have here that is pretty nice is the ice water we have to drink. Another good thing is the posters that are published in regards to health, safety, etc. You don't see many firms that pay so much attention to these things. Another nice thing is the restaurant. I eat over there in the cafeteria myself and I think the food is very nice. I like the dances and entertainments too."

The Job

"Yes, the work is interesting. I like it because you don't get too much of one thing. It is educational to a certain extent, but I often wonder if there is any future to it. My pay is comparable with the other men, but I believe that length of service makes a lot of difference in a fellow's pay. The man I am breaking in is getting about ten cents an hour more than I am, but he has been here several years and was just recently transferred to this section."

POINTS FOR DISCUSSION IN SUPERVISORY TRAINING GROUPS

Supervision

1. The interview indicates that the employee lacks confidence in his supervisor.
 - a. In what ways could the supervisor correct his feeling?
 - b. Would it help any if the supervisor familiarized himself with the details concerning the job?
2. The employee feels that he is passing defective work and that some day he is going to get into trouble about it, and that his supervisor will not back him up when it does happen.
 - a. What should the employee do about it?
 - b. What should the supervisor do about it?

The Job

3. What are the advantages and what are the disadvantages of having the employees know how to figure their bogey?
4. Should the policy of telling the employees all the details concerning their bogey be followed in all sections, or are there some cases in which it would be inadvisable to inform the employees what their bogey is.
5. Under what condition should the bogey on a job be changed and under what conditions should it not be changed?
6. Under what conditions should the employees not be allowed day work for waiting time?

REPRESENTATIVE CONCLUSIONS FROM SUPERVISORY CONFERENCE GROUPS

Supervision

1. Supervision should correct this feeling by:

- a. Supervisors should keep promises to find out.
- b. Giving employee exact picture of job and responsibility.
- c. Showing employee that the supervisor will back him up.
- d. Demonstrating job knowledge.

It was suggested that the supervisor in this interview was probably lazy or dumb, or that he could not get information from his superiors, or the responsibility may be that it is an Inspection problem.

It was conceded that it is the supervisor's duty to give the employee some definite satisfaction - that is the supervisor's job.

2. Employee could:

- a. Send in suggestions.
- b. Keep quiet about it.
- c. Go to second line supervisor if first line supervisor does not do his job.

It was decided that this demonstrates that this employee is pretty helpless.

The Job

3. Having employees to know how to figure their boy's efficiency:

<u>Advantages</u>	<u>Disadvantages</u>
Not playing the game with employee unless they are told.	Employees might get together or individually limit efficiencies. (open and above board the best method).
Employee better satisfied when he can check figuring.	Might skip inspection.
Employees will discuss and suggest imperfections.	Wastes time in figuring efficiency.
Return in morale.	Hard to explain.

Advantages

Disadvantages

Might next want to know what
efficiency means in money.

4. Open and above board the best method, but due to some of the bogeys still in the cut and try process, there may be some difficulty.
5. What justifies a change in bogey?:
 - a. Change the amount of trouble met, (the Operating Department has been forced to do a better job).
 - b. Change in Inspection methods.
 - c. Inability of operators to make a good rate.
 - d. Operators make too much.
6. Not discussed.

November 15, 1928.
Inspection Branch-M.

DISLIKES

Supervision

"I feel that my supervisors do not do all they can to properly adjust our wages. In this section we have a particular job a man with eight years experience is working on. He gets \$5.00 a week more than I do. I know I can do his job equally as well as he can, but he can't do mine - of that I am satisfied. I have also had experience on practically all the other jobs. This other man was changed around when working on overtime and put on some of the new work, but he can't seem to get on to it. He is always asking questions. Inasmuch as I have been here ten years, the only difference between the two of us besides the service is that the other man is married and I'm not, although I do have my mother to support. This other man does not have any more education than I and he is not attending an evening school and never has as far as I know and I am attending. No one seems able to explain why this inconsistency. I have asked my supervisor and he tells me they will look into it or they will help make it up next time, but I have been told that before."

Working Conditions

No comments.

The Job

Except the wages - none.

LIKES

Supervision

All right - their treatment is cordial.

Working Conditions

They are O.K. and no question about that.

The Job

It is interesting and he is satisfied.

October 16, 1928,
Inspection Branch-W.

DISLIKES

Supervision

Thinks partiality must have been shown in distributing raises in the department where she formerly worked. Can't account for the fact that she is getting less than the other girls in the section in any other way. All the people in the group did the same amount because it was progressive inspection. Therefore, she thinks her efficiency was as high as the others, but her rate of pay is the lowest. She was the only one on that job who didn't receive a raise.

She was dissatisfied and asked for a transfer. She said she worked as hard as the others who were getting more money. She thinks the Section Chief may have had a prejudice against her since the time when she was first placed in his department. At that time she complained about not liking the work because it was so heavy. She thinks he remembered this and holds it against her.

Working Conditions

Former job too heavy. The job before that was extremely monotonous and dirty (these complaints are really true of the jobs mentioned). Another job in her present section is a considerable eye strain. Did not want to go back to the former department where the work was so heavy because she was completely tired out every night when she went home.

The Job

No comments.

LIKES

Supervision

Very well satisfied with her present supervisors. They don't bother her. Says she can work better when there isn't any supervisor around.

Working Conditions

Very satisfactory in present department.

The Job

Satisfied with everything except her rate. She is the lowest of the girls who work on the bench with her in that group and she has had the longest service with the Company and believes her efficiency has been as high.

POINTS FOR DISCUSSION IN SUPERVISORY CONFERENCE GROUPS

1. Is the supervisor or the employee responsible when the employee thinks that the supervisor is prejudiced against her?
2. How could the supervisor correct this impression?
3. Is the supervisor or the employee to blame when she says "she can work better when there isn't any supervisor around"?

REPRESENTATIVE CONCLUSIONS FROM SUPERVISORY CONFERENCE GROUPS

1. It was the consensus of the group that the supervisor is responsible when the employee thinks that the supervisor is prejudiced. It was also the thought that the supervisor should sell himself to the employee so that all will feel that they are being treated equally and fairly.
2. It was the thought of the group that this impression could have been avoided or possibly corrected by the supervisor, properly selling each employee as to the treatment he received at the time revisions became effective.
3. The group was of the opinion that the supervisor was to blame for the feeling that employee thought she could work better when there isn't any supervisor around. Supervisor should make employees feel that they are glad to have him around.

October 31, 1928,
Inspection Branch-M.

DISLIKES

Supervision

"In the past two months, the Sub-section head has changed. His approach in asking his men to work overtime is better inasmuch as it is no longer necessary to tell him all of your personal business before you can be excused. The Sub-section head is the type of man who does not attempt to mix with his men. I worked with him about 2 1/2 years now, and he only speaks to me once in a while. His interest seems to be centered in his work a great deal more than in his men. I don't know whether I could depend on him to go out of his way for me or not."

Working Conditions

"They are developing a much needed system of lighting - one that will be less strain on our eyes.

The washroom needs more attention. The Company policy in keeping the place clean is all right, but I think the employees should do more to help. The condition is so bad, it is sickening. We have often complained about it to the Sub-section head and I know the supervisors have talked about it, but it seems nothing can be done."

The Job

"I sort of like this work, but as I have special training along another line, I would like very much to be given more adaptable work. I have asked my Section head for a transfer and he tells me I am the first to be considered, but I haven't been up to the Personnel yet."

LIKES

Supervision

"I get along swell with my gang boss. He is a fine fellow. He seems intelligent and he has the proper spirit with the men. If a man is working for him and he slips on a job, he has a way of cheering him up and at the same time, he tells him to do better on the job next time."

Working Conditions

"The Company thrift policy has done me plenty of good. I never could save any money, but since I started now and they take it from my pay, I never miss it any more. I think the Company's safety and accident prevention policy is really wonderful.

I feel that the Company is very much interested in their employees. The Albright Gymnasium and the Play Grounds around it and well-kept yards, all help to carry this out."

The Job

"This job is not at all bad."

POINTS FOR DISCUSSION IN SUPERVISORY CONFERENCE GROUPS

1. Should a Sub-section chief mix with his men? What reactions may follow?
2. Is the lack of interest shown by the Sub-section chief in the employee due to the employee himself or do you think that the Sub-section chief feels superior?
3. Is the condition of the washroom a problem for the supervisor or the management? How should this problem be handled?
4. Would you say this man's morale was high or low?
5. This employee says he has special training along another line. Should he be transferred for this reason?

REPRESENTATIVE CONCLUSIONS FROM SUPERVISORY CONFERENCE GROUPS

1. The prevailing opinion seemed to be that a sub-section chief should at least be more friendly than the interview indicates this one to have been. The question arose also as to what percent of a supervisor's time should be given to Personnel work. It seemed to be generally agreed that this should vary in accordance with conditions, but that in general a group chief should spend about 10% of his time on employee relations and a section chief should spend about 50% of his time in this manner.
2. This question was not discussed.
3. It was agreed that the washroom problem was principally one of supervision, but that it required the co-operation of the management and also the employees.
4. Not discussed.
5. It was the opinion of the group that a man should be placed on work for which he is most adapted. That is the main function of Personnel organizations. It was concluded that the Personnel Department should investigate this man's qualifications for other work and if possible arrange a transfer.

October 16, 1928,
Inspection Branch-W.

DISLIKES

Supervision

Former gang boss embarrassed the girls by reprimanding them loudly in the presence of other operators. For instance, he would throw the part on the bench and say, "What do you want to pass this for" or "Too much talking going on."

She thought she was going to be bawled out whenever he came in her direction. One day he told her he had watched her from behind the lockers and timed her. He said she had been talking to a fellow across the way for half a day. She said he exaggerates because that was impossible. She couldn't possibly get her work out and talk half a day. Anyway, she claims she can work just as well when she does talk.

She complained that she thought the task was too high. Her supervisor told her to watch more and talk less, but all the girls thought it was high regardless of whether they talked or not.

Another former gang boss made everybody nervous. He would say "We want it like this" or "We want it like this because [REDACTED] said so," "We want you here at 7:30," "We want you here and you've got to be here." She said he is somewhat better - he was too overbearing and she said it was so trying to work for him.

One Gang Boss carried a part on his shoulder. When she would see him approaching, she would know that it was a defect coming back. He makes the defect just as important as possible, regardless of whether it is an important defect or not. One gang boss told her that "other girls" naming them, could turn out a high efficiency - higher than she did. She said, he didn't seem to realize that she was not as young as they were. After they have worked for many years, they might not have such a high efficiency either.

She was embarrassed by the way the supervisor approached her when she made a mistake on time tickets. She didn't like to be told that another girl could turn out a certain number of parts. She said the other girl always done only that one job, so no wonder she could turn out so much more.

Working Conditions

No comments.

The Job

No comments.

October 16, 1928,
Inspection Branch-W.

LIKES

Supervision

She is delighted with her present gang boss. When he sees her idle for a minute, he walks up to her and calmly says, "haven't you any work" and then supplies her with some - it is done in a calm quiet tone.

When he wants her to do a rush job, he says, "Just push this aside, they're in a hurry for this job so if we get this out, we are not holding up the job." This makes her feel that he is a partner working with her rather than a boss.

While I was there, he told her he was going home early and that if she wanted anything, she should ask another man whom he named. She told me that was just a sample of how considerate he was. He doesn't forget to think that they might need him later in the afternoon.

She likes her present supervisor because he uses more judgment.

Working Conditions

Satisfactory - doesn't mind the dirt.

The Job

Perfectly satisfied now. Prefers her present work because there aren't so many defects to look for and she can make her rate better. She is satisfied with everything except her money which she thinks is too little for the time she has worked here and for her efficiency. She said she would be quite well satisfied if she earned \$.50 an hour. She is hoping to get a raise next time.

POINTS FOR DISCUSSION IN SUPERVISORY CONFERENCE GROUPS

1. Do you think an employee should be allowed to talk while working?
2. Should an employee with long service be given more consideration than newer employees?
3. Do you think it is desirable for a supervisor to make an employee feel that "he is a partner working with her rather than a boss?"
4. What explanation should a supervisor make when an employee complains that the task is too high?
5. Should a supervisor take the time to explain to an employee why a job is to be done a certain way? Isn't it enough for the employee to know that the boss wants it that way?
6. What objections are there to reprimanding an employee in the presence of others?

REPRESENTATIVE CONCLUSIONS FROM SUPERVISORY CONFERENCE GROUPS

1. Opinion was that the nature of the job and the effect on output and upon other employees should determine. No objection to talking if beneficial to job and not interfering with others.
2. General opinion was, yes, and if work was too heavy to meet bogey, should be transferred to lighter job.
3. Opinion was that employee should be made to feel that she is a partner with Gang boss in the matter of doing the best possible job.
4. Opinion was that when task was too high for employee, the task data and history should be reviewed. Another alternative is transfer of employee to other work.
5. Supervisor should in general take time to explain why job is done in a certain way.
6. Employee should not be publicly reprimanded, as it tends to make the whole gang antagonistic. Better go to employee quietly.

October 4, 1928,
Inspection Branch-M.

DISLIKES

Supervision

This employee at first stated that he was treated all right, but by further questioning, he cited an instance in which he thought he was given an unreasonable punishment which the circumstances did not warrant. He was reported to his Section Head for an infraction of the rules and according to his story, he was not guilty of the offense, although the evidence may have indicated that he was.

He was laid off for three days for this and he feels that this was too severe a punishment for such a minor offense even if he was guilty.

Working Conditions

No comments.

The Job

He is not satisfied with his job. He has to stand up all the time which he says is too hard on his feet. He is not satisfied with his pay and desires a chance to better himself. He has been to the Personnel Department regarding a transfer, but the jobs that he was offered were in the Operating Department and he felt that they were no better than the job he has.

LIKES

Supervision

Says the supervisors do not bother him as long as he does his work. They answer all of his questions as they should.

Working Conditions

Interested in athletics and likes the events sponsored by the Hawthorne Club.

The Job

No comments.

POINTS FOR DISCUSSION IN SUPERVISORY CONFERENCE GROUPS

1. Did the "layoff" of this operator accomplish its purpose?
2. How did it affect the morale of his fellow employees?
3. What was the affect on discipline?
4. Was the punishment too severe?
5. Should an employee be punished for an infraction of factory rules where the evidence is circumstantial?
6. What causes this employee's dissatisfaction?
7. Doesn't the employee's refusal to take the jobs which were offered him indicate that he is not as dissatisfied as he thinks he is?
8. What should be done in regard to his complaint that he is obliged to stand up all the time?

REPRESENTATIVE CONCLUSIONS FROM SUPERVISORY CONFERENCE GROUP

1. It was agreed that this man's morale was not good.
2. The general opinion seemed to be that the lay off did not accomplish its purpose.
3. It was agreed that the lay off did more harm than good.
4. The causes of this employees' dissatisfaction were analyzed to be as follows:-
 - (a) Employee was not sold on the fairness of the punishment he received.
 - (b) Employee was required to stand up all day.
5. In both of the above cases, it was agreed that the supervision had failed because it had not sold the employee on the fairness of his punishment and because nothing had been done in regard to the fact that the man had to stand up all day.

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January 5, 1929,
Inspection Branch-W.

DISLIKES

Supervision

Does not like her supervisor because he is not friendly. She is not at ease with him. She cannot give him her confidence. In this way she is not giving the Company the best that is in her. They don't seem to understand one another and it might be because he is not interested in her or the rest of the employees.

Working Conditions

There is a draft from the south door. Very uncomfortable in the cold weather.

The Job

She said she was not getting cooperation as she should be getting from her present supervisor. When she asks him a question his answers are very short and abrupt. This is so unlike her previous supervisors that it is hard to get used to it. They gave every consideration to the questions she asked and they always gave her a satisfactory answer.

LIKES

Supervision

The only thing nice about this supervisor is that he doesn't trouble himself about them. He leaves them alone and he probably knows that she is doing the right thing.

Working Conditions

Satisfactory, with the exception of the above.

The Job

She has always enjoyed her work and has always been pleased with any job that has been given to her to do, but now she goes at a job just half-heartedly because of the present supervision. She is doing everything she can to overcome this feeling that her supervisor doesn't like her.

The job has always been very interesting to her and she is very sorry when she feels that she is slipping and losing interest in her work.

January 5, 1929,
Inspection Branch-W.

QUESTIONS AND ANSWERS ABOUT THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

Said she thought the plan is wonderful. Since this plan has been started she has changed a lot herself. It has been a wonderful help to her in her work.

2. How has it helped you so far?

Her previous supervisors were leaders and she was made to feel that she was a human being. This helped a lot.

She said that now she has an opportunity to be more friendly with her employees and feels a lot better for it. It makes work a great deal more pleasant.

She said one of the employees said they had noticed quite a change in her very recently.

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

She feels that now she is a leader and not a driver because of the interviews she has heard. They have helped her a great deal.

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

Yes, because it has helped her and she feels that there are other departments just as much in need of this training as the Inspection Branch. She said it was wonderful to know that the Company is with you and not against you. Therefore, the plan should be covered so every employee will be able to get the same training.

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

The interviews are becoming more interesting now because they mean more to her and help her a lot to make her a better supervisor.

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

The plan has not been embarrassing to her in the least. It has shown her her faults and has been a big lesson to her. She has benefited by the interviews.

January 7, 1929,
Inspection Branch-M.

DISLIKES

Supervision

"I had a former section head who was quite mean. He used to bawl me out quite a number of times a day and yet I will say he taught me all that I know on this job. He seemed to be very disagreeable and I guess there was plenty wrong with him, and I am sure his method of handling his help was not at all consistent with those considered in this training. He was deathly afraid of Miss Smith. He would hold up his hand and tell me, "Don't let her pump any of these girls."

Working Conditions

"The temperature of this room is peculiar. It usually is quite warm on this end and quite cold on the other. The girls up there complain of cold and those back here of the heat.

"I don't think much of the washroom and the locker facilities. Our washroom is too crowded and with all these laborers using it and dressing there, they get our clothes all dirty. My girls also complain that their locker space is quite crowded. Our lockers are not only crowded but it is also very cold to dress over there."

The Job

None

LIKES

Supervision

"The section head is a fine man. He is always ready to give you advice. He will always listen and give you credit and co-operation in every way. He is strictly business, but in a friendly way. He wants you to take care of your business and do it right. I consider him one of the best men I have ever worked for with the Western Electric Company."

Working Conditions

"I don't have any difficulty in selling A.T. & T. stock to my help. We all realize that it is fine and these people would take more if they were allowed.

"The task and bogey is the best thing we ever had and the output is greater and the employees feel better, in that they get more money and they tell me that the time don't lag on their hands."

January 7, 1929,
Inspection Branch-M.

The Job

"This job is fine. I like the surroundings and the working condition and have always been treated fine here and I don't know of a year that has gone by that I did not get a raise."

Comments

None.

QUESTIONS AND ANSWERS ABOUT THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"I think it is good. You get new dope on supervision from the other fellow and you find your own faults and learn how to rectify them."

2. How has it helped you so far?

"Yes, everything around here seems more congenial, even my employees feel more satisfied, in that, we are not after them all the time. All the surroundings seem much better."

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

"Yes, I have put in a little more time in trying to understand whether my people are more satisfied and in giving my help a little more consideration. My former section head wouldn't have gotten to first base on this stuff and he trained us to drive our help. We have become more lenient right along to live up to this stuff."

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

"Yes, because it will make conditions better and we will also get better co-operation from the supervision. It will have a tendency to kill that bad feeling, that antagonistic spirit between the operating and the inspection branches."

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

"I believe they are now more interesting because we get on the inside and find out the employee's opinion of his supervisor."

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

"No."

5.

January 5, 1929,
Inspection Branch--W.

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

She feels that the plan has been given a great deal of thought and she doesn't think it can be improved on. It is now a guiding hand to her and all who hear the interviews.

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

She could see from the employees' actions that they were more at ease after they had been interviewed than before and she feels that it has been a benefit to them and they appreciate it.

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

She feels that interviews should be made every six months.

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

From experience, the task and bogey system has taken care of output so that the supervisor does not have to drive but can give an encouraging word which helps them.

January 4, 1929,
Inspection Branch-M.

DISLIKES

Supervision

"The assistant to the section head, I guess they call him a production clerk now, has changed considerably and recently he has been treating me pretty nice. About nine months ago, I had charge of another gang and I felt he was nagging at me all the time. He seemed to feel the work I was doing wasn't good enough and we did not keep up an even output. He seemed to use no reasoning. He often told me if I didn't get out the work faster, some other action would be taken that I would be removed from my job. He didn't seem to consider the work at all. Finally one day, I had a lot of work and I cleaned it up quickly and I had to shift my help, then later in the day, I got another lot of work in at one time. I quickly pulled my help back but I couldn't ship it because it was not completed. The next day, when he noticed the large quantity of work on hand, he came to me like a lion and he said he was going to take me off the job and he did. He gave me another job of the same grade which was just as good. Right now they are better satisfied with me, and I don't have to deal with this assistant so much any more."

Working Conditions

None.

The Job

"The only thing I don't like is that I have been on this job for six years now. I'm waiting for a change. I haven't asked for one. I have left that for my bosses."

LIKES

Supervision

"Our section head is a good supervisor. I have always gotten along well with him and I feel he has treated me fair. He is always pleasant and is not a driver and he does not insist on me driving my men. You could call him a "square shooter"."

Working Conditions

"All of my present employees that are eligible to buy A.T. & T. stock have bought it and all they are entitled to. For that reason I don't have much of a chance to sell them any now."

January 4, 1929,
Inspection Branch-M.

"I frequently caution my help in regards to safety and accident prevention and I feel it does considerable amount of good in helping to teach them to be more careful.

"The bogey is all right. The fellows know that their supervisor knows just what they are doing. It is an encouraging proposition and the pay is the incentive."

The Job

"I like this job and find this work very interesting. I feel quite well satisfied as a whole with this Company."

QUESTIONS AND ANSWERS ABOUT THE INTERVIEWING PROGRAM

1. What is your opinion of the Plan?

"I think it is a good idea. The supervisors in hearing the complaints raised by these interviews see where they can correct themselves in many ways."

2. How has it helped you so far?

"I think I have corrected myself in a few ways. I have been a little more considerate to my men of their personal needs and that sort of thing. I also feel that I am treated better myself than I was."

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

"Yes, as I have said in answer to question #2."

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

"Yes, I believe it would help a lot of others as much as it has helped us and not only the supervisor, but the operators throughout the whole Plant."

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

"I think the interviews are considerably more interesting because they point out occasions where the supervisors are wrong and the method of correcting them. The supervisor has the benefit of the other men's ideas and of the employees themselves."

January 4, 1929,
Inspection Branch-M.

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?

"No, I don't think I can suggest anything for improvement."

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

"They are. The fellows who have had a lot hanging on their chests it gives them a chance to lift it off and it relieves him a lot."

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

"I believe the interviews should be made about every six months. Maybe after the second interview, annually. At least to see what the improvements are."

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

"Yes, he will. He feels more at ease and when at ease, he is only capable of doing his best."

January 8, 1929,
Inspection Branch-M.

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 bear much weight when raise time comes along. In my case, I got a raise a year and 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 ever 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 worked for one fellow that didn't seem to feel much like promoting anybody, 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 too good when a section chief does not back up his own words."

January 8, 1929,
Inspection Branch--M.

Working Conditions

"I think the lighting conditions could be improved. The lighting is responsible for us getting defective 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 Hawthorne 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 threw 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."

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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 cannot 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."

January 4, 1929,
Inspection Branch-M.

DISLIKES

Supervision

"The former section head was hot headed. Before he actually knew the circumstances, he would jump on my help. Also in cases where he thought the work wasn't being done properly, instead of coming out and telling you about it in a cool manner and speak to the group head confidentially as I think he should have, he let everyone around hear what it was all about."

Working Conditions

"The lighting throughout this section is not good enough for night work. There is not enough light. They are too far apart to do well when having to see colors. That's really what makes it hard."

The Job

None.

LIKES

Supervision

"Our present section head is a very nice man. He is not a man to jump at conclusions. He makes himself agreeable and is always cool headed. He never accuses any of his men for anything he is not real sure of. He always gives my men and myself a chance to have our word."

Working Conditions

"I have spoken to and interested all my employees in buying A.T. & T. stock. I guess they all agree that it really is a good thing. Most of my men tell me that they are sorry they didn't take it out sooner."

"The task and bogey is a real good thing. It eliminates that old stuff, it's not what you know, but who you know or you can work your head off to no avail. A man now really gets credit for what he does."

The Job

"I like this job real well. My section head lets me do pretty well as I want as long as I stay within reason. I have a fine group of careful operators. They don't give me much grief. I have taken a lot of interest in these men. I have asked them to complain of anything they do not understand and they do as I have asked. I don't have to tell them much and when I do, it is done

January 4, 1929,
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more or less confidentially. They never deny any errors and we all get along fine."

QUESTIONS AND ANSWERS ABOUT THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"I think it is good. It gives us a better picture of the real practical conditions."

2. How has it helped you so far?

"I am more courteous to the help and in my treatment of the men, I am more considerate and I think I have a little more respect for them."

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

"Yes, I have in the way that I answered question #2."

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

"Yes, I think it would be fine except in places where the employees are actually so dumb that you couldn't consider them any other way than by letting them know you are the boss, but for the rest, it would tend to make a personnel of better morale and better trained supervisors. Regardless of how good a supervisor is, he can be better by further training."

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

"I haven't been in any other conference since this interview began, but I have heard quite a bit about them. Practically every supervisor I have spoken to has talked about the interviews and they really are a good thing."

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

"No it hasn't, not at all."

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

"I couldn't make any suggestions. I am pretty well satisfied with the present plan."

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Inspection Branch-M.

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

"Yes, I think they are because it appears to me that the employees have more satisfied looks and they have given me to feel that they appreciate the Company's interest in them and they consider it a privilege to tell their troubles to someone confidentially. I know they feel that they amount to something more than just a machine around here."

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

"I think they should be made approximately six months apart. There may be more or less of difficulty coming up in that length of time and their complaints on revision might be considered. It would be a good thing at least in cases where an employee feels he doesn't have the right sort of supervision."

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

"I think they will work harder. When an employee is driven, he will probably work only when driven and he will lay down on the job, take every advantage when the supervisor's back is turned because the spirit is not there."

January 4, 1929,
Inspection Branch-M.

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 thru 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."

January 4, 1929,
Inspection Branch-M.

QUESTIONS AND ANSWERS 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 feel that some action will be taken."

January 4, 1929,
Inspection Branch-M.

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, 1929,
Inspection Branch-M.

DISLIKES

Supervision

None.

Working Conditions

"We have trouble in keeping one of the doors closed, especially during the noon hour. There is an awful draft through this door, and it causes many of the employees to catch cold. In the summer time on the east side of the section, they have one of these sand blowers and whoever sits on that side gets the sand blown in on top of them, and that makes it necessary to keep the windows on that side closed, and with the windows closed it is pretty close in here."

The Job

"The way things are working right now, we should be equipped with more and better gages. Some of the gages we are using are worn, and I think that a lot of them should be replaced. Because of the help we are getting in, we should have instructors like we did a couple of years ago. My group is too large to expect me to supervise and also expect me to instruct new employees, and give them the proper attention. I would like the bogey if some one was here to set the timings, but the way it is now, we have no definite timings and consequently, they are not set right. I think the bogeys cause a lot of dissatisfaction among my people; they all kick about it. We have rest periods in our room, but the operators don't get any time allowed, so that they have to make that time up and they all kick about that also. The floor space here is not very big. I think it should be about a quarter as large. The way things are now, we are all together too crowded. There is nothing about the work itself that I dislike."

LIKES

Supervision

"The Section Chief always speaks to me every morning. He seems to be straight with everybody. He treats everybody alike. I think my present Section Chief is about as good as any of the others I have had. The Department Chief speaks to me every time I meet him, but, of course, I don't get much contact with him."

Working Conditions

"I think the policies of the company in its relations with the employees are all right. I have several shares of stock paid up now. I doubt if I would have saved that money in any other way. I was

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operated upon once due to a company responsibility and they took care of me in every way, and to my entire satisfaction."

The Job

"I like the job because it is interesting. We are getting a lot of new work lately and that makes it much more interesting. I like supervision work and I am satisfied with the job that I have. I am also satisfied with my pay; I got a three cent raise this last time."

QUESTIONS AND ANSWERS ABOUT THE INTERVIEWING PROGRAM

1. What is your opinion of the Plan?

"I think myself that they have enough interviews now to take care of about every condition there is. The plan is all right, but I think they have got about everything they want."

2. How has it helped you so far?

"I have always got along with my supervisors and also with my employees, but so far, this interviewing plan has not helped me in regard to the timings on bogeys, which is at present, causing dissatisfaction in my group."

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, I think they should."

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."

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

"No."

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

"I think they favor it."

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

"About two months after any changes have been made. If no changes have been made, every year would be plenty."

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

"They will work harder."

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DISLIKES

Supervision

"I didn't seem to be able to agree with my previous section head. He seemed to be the type that was always trying to find fault and he got me discouraged and I'll tell the world he was a "driver." There was no way of satisfying him; he didn't appreciate anything. He was always stronger for quantity than for quality."

Working Conditions

"There's one thing I would like to mention and that has already been taken up. That is that my men must cross the bridge and it is as cold as the dickens in cold weather and it is bad as far as our health is concerned."

The Job

"I would like to get up in the office. I haven't any definite jobs in mind, but what I am after is more money. This job I have is not very high rated. I would like to get into the technical line, but I guess I will first have to qualify myself."

LIKES

Supervision

"I think my section head is an A #1 supervisor, because you can always ask him a question and he will answer it and talk to you in a gentlemanly way. He always has a smile for all of us and his smile goes a long, long way. He is always right there with help and suggestions to all of us. This is about the third time I worked for him and I have always gotten along fine. To tell the truth, I can't think he has any faults at all."

Working Conditions

"I think this A.T. & T. investment is about the very best there is and that is what I try to impress on my help, especially the new men."

"I have interested three of my people in taking up evening school courses relative to their present work, that is about 50% of my group and they seem to like it real well."

"I think this bogey is very good because we can tell who is doing the work and all the details on our bogey seems to be worked out real well."

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The Job

"Other than what I said above, I like this job real well."

COMMENTS

None.

QUESTIONS AND ANSWERS ABOUT THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"I think it is all right because it gives us an idea of what kind of spirit exists amongst our help and they show us, at our conferences, ways of rectifying our errors, that is, if that is possible."

2. How has it helped you so far?

"No doubt this has helped me. It has made things clear and brought things up that I had more or less forgotten, I mean these conferences where these interviews have been discussed."

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

"No, I haven't changed any. I have always applied considerable thought to my job and I don't know of anything more I could have done."

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

"Yes, I think so. I think the rest of the Plant should be given the same chance as our people. I think it would do good in putting a better spirit into the men."

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

"I think it is more interesting because these different stories that have come up, we know how employees have been mis-handled and how the majority of supervisors would handle similar cases. To me that is interesting to hear."

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

"No, it has not. Not at all."

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

"Not that I can think of."

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

"Yes, I do; because since these conferences have been going, the employees know that the supervision that has been mistreating the help will probably change and in a lot of cases they have already noticed the change for the better.

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

"It might be a good idea to interview the help again, especially to see if the employees have noticed any change in their supervision."

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

"Absolutely I do. Nobody likes to be driven. I think a man who works without being driven is in a better peace of mind, content and better satisfied. A man who is driven in my opinion is always more or less disgusted."