

# 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.

EMPLOYEE  
COMMENTS BRANCH

CC4

REPORT ON INVESTIGATION  
OF EMPLOYEE COMMENTS  
INDUSTRIAL RELATIONS BRANCH

*[Signature]*

1931

UNIVERSITY OF WISCONSIN - MILWAUKEE

MINUTES OF MEETING OF NOVEMBER 12, 1930  
WITH SUPERVISORS OF THE SAFETY AND HEALTH DIVISION

Members Present

Eight supervisors - two department chiefs and six section chiefs; all men.

Material Presented

1. Description of the growth of analyzation.
2. Description of methods and mechanics of analyzation.
3. Outline of facts indicated by subject and substance analysis.
4. Possibilities for new studies in material derived from employees' interviews.

The foregoing talk occupied approximately forty minutes. At this time copies of substance analysis on "Safety and Health" were presented to those present. About fifteen or twenty minutes was occupied in general discussion primarily for the purpose of acquainting the group with the contents and method of locating and correlating various topics or comments.

Impressions

This group was very much interested in the material presented and entered into discussion of various points quite freely. The question of follow-up meetings was discussed and the group seemed to think it desirable. Since the meeting, however, the division chief has decided that they will conduct the next meeting with no representative from this division present.

F. E. BYRON - 6088-4.

FEB:EL

November 17, 1930.

A meeting of all the supervisors in the Safety and Health Division was held Wednesday, November 12, 1930 at 10:30 A.M. in conference room 670 located in Building 38-6.

<u>Members Present</u>	<u>Department</u>
[REDACTED]	6078-1
[REDACTED]	6078-2
[REDACTED]	6078-3
[REDACTED]	6078-1
[REDACTED]	6078-1
[REDACTED]	6078-1
[REDACTED]	6078-2

Mr. E. V. Byron of the Industrial Development Department 6088-4 gave an interesting talk on the means of obtaining employees' comments, both favorable and unfavorable, from interviews which are conducted by the Industrial Research Division. He also explained the value of these investigations in assisting in solving industrial problems.

From the 10,000 interviews received during 1929, there were selected 30 general subjects of which employees talked about most. Tabulations revealed that 14% of the employees talked about payments, 10% about placement, 7% thrift and 5% Safety and Health. This he stated was an indication that a large number of our employees are safety minded.

No attempt was made by Mr. Byron to tell us what to do regarding the Safety and Health Comments received, but stated this information was tabulated and compiled for our use to use as we see fit. A pamphlet containing "Analysis of Comments on Safety and Health" taken from Operating Branch employees' interviews for 1929 was given to each member present.

Arrangements have been made to hold another meeting Wednesday November 19, 1930 at 1:30 A.M. in conference room opposite private office 627 located in Building 38-6. Topic of Discussion to be problems on Safety and Health found in the interviews of employees in the Operating Branch.

Meeting adjourned at 11:45 A.M.

AR-23

Copies to:

[REDACTED]	- 6078	[REDACTED]	- 6078-1
[REDACTED]	- 6078-1	[REDACTED]	- 6078-1
[REDACTED]	- 6078-2	[REDACTED]	- 6078-1
[REDACTED]	- 6078-3	[REDACTED]	- 6078-2

Secretary.

November 26, 1930.

The second supervisor's meeting of the Safety and Health Division was held Wednesday November 19, 1930 at 10:30 A.M. in the conference room opposite private office 627 located in building 35-6.

Members Present

Dept.

6078-1  
6078-2  
6078-3  
6078-1  
6078-2  
6078-3

6078-1 - Day off.

It was agreed that topics for discussion shall be taken in their order as they appear in the Analysis of Comments on Safety and Health taken from Operating branch interviews, also that our meetings shall be limited to one hour.

Comment No. 1 - Smoke fumes, heat and dust hurt the eyes and lungs.

After a brief discussion, [REDACTED] was appointed to investigate the departments from which the largest number of comments were received and report his findings at the next meeting.

Comment No. 2 - High speed to make bogey or piece work rate causes injury or illness - take chances.

It was brought out that the short hours and general lay-off would have a tendency to make employees speed up but according to the plans of the Staff and line organization no job is keyed up to such an extent that would warrant an employee to be injured. Education of Supervisor is a solution that should solve this problem.

Comment No. 3 - Machines not properly guarded.

[REDACTED] stated that at the present time the largest number of our new machines are guarded by the suppliers, as called for in the specification. Also every effort is being made to guard every machine and moving part where there is an existing hazard. [REDACTED] was appointed to investigate three or four departments from which comments were received to see if employees were justified in making these comments. Result of his investigation to be ready at our next meeting.

Next meeting to be held Wednesday November 26, 1930 at 3:00 P.M. in conference room opposite private office 627 located in Building 35-6.

RS

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- 6078-1

- 6078-1  
- 6078-3  
- 6078-2  
- 6078-1

[REDACTED], Secretary



December 2, 1930.

The third meeting of the Safety and Health Division was held Wednesday November 26, 1930 at 3:00 P.M.

Members Present

Department

6078-1

6078-2

6078-3

6078-1

6078-1

6078-3

6078-2 Day Off

Report of Investigations Assigned at Last Meeting

Comment No. 1. Smoke, fumes, heat and dust hurt eyes and lungs.  
Assigned to Mr. W. C. James.

Black Enamel Wire Department 6315.

The chief complaint at the time these interviews were conducted was irritation of the eyes and nasal lining by the naphtha fumes, but since then conditions in Building 78 have been greatly improved. A general ventilating system was installed by means of which fresh air is introduced into the room continuously. At present the engineers are designing an entirely new ventilating system for this building, which will introduce fresh air along the center aisle about fifteen feet above the floor, and will withdraw the old air by means of ducts along the base of the wall. The rate of air changes will be from 15 to 18 times an hour.

Foundry Department 6350.

The smoke that at one time came from the ladle heater has been satisfactorily taken care of. The other complaint was due to the smoke that came from the arc furnace and the forges. An investigation is being made by the Manufacturing Development Branch 6430 to determine whether exhausts or other ventilating equipment for the arc furnace and forges is needed.

Paper Condenser Department 6319.

Investigation disclosed that the dust from the scratch brushes has been eliminated since the interviews were made, by the installation of exhausts. The section chief in charge of the soldering operation stated that occasionally a new girl complains of nausea due to solder smoke. When such a complaint is received, it is made clear to the girl that no health hazard exists. All girls are well satisfied after a few days on the job.

Relay Coil Winding Department 6326.

Occasionally complaints of solder smoke are received from the girls in this department. Investigation shows that there is no existing health hazard, since the smoke is entirely rosin smoke and is not exceptionally heavy. Adequate ventilation under the supervision of the foreman and monitor will be sufficient to relieve the condition.

Loading Coil Assembly Department 6321.

Comments have been received regarding the rosin smoke that emerges from the ovens in Building 28. To eliminate this smoke, ovens have been equipped with a canvas enclosure. Employees working at the ovens complain that they cannot use the enclosure because the high concentration of smoke inside is suffocating.

Engineers are investigating the condition in order to devise a means of exhausting the smoke satisfactorily. They will have the present exhaust system cleaned and if it proves to be inadequate after cleaning, they will design a system having a larger capacity.

Comment No. 3. Machines not properly guarded.  
Assigned to [REDACTED].

Milling Machine Department 6334.

The Accident Prevention Department and the Foreman of this department are of the opinion that machines in general in this department are adequately guarded.

Partial Assembly Department 6346.

There are several benches of Avery drill presses in this department on which the belts are not covered. The machines were recently installed but the belts will be guarded shortly as this is a standard practice covered in M.D.I. 29.16 204.4. Aside from this feature the rest of the department is well guarded.

Departments 6335, 6354 and 6346 also investigated.

It is the opinion of all that machines in those departments are guarded properly.

We feel that since these comments were made considerable work has been done, especially during the past year to provide proper guarding for all machines. Employees doubtless were justified in making these comments at that time, however most of the hazards have since been corrected.

We also feel that a large percentage of these comments can be minimized because of the lack of understanding by the employee of what proper guarding consists.

Investigation of New Comments

Comment No. 4. Smoke and fumes causes ashes and illness.  
[REDACTED] to report on the following departments.

<u>Department</u>	<u>Men</u>	<u>Women</u>
6315	45	-
6319	5	11
6326	-	15
6345	9	7
6350	14	-

Comment No. 5. Oily and wet floors dangerous.  
[REDACTED] to report conditions in the following departments:

<u>Department</u>	<u>Men</u>	<u>Women</u>
6336	4	-
6337	4	-
6339	4	-
7281	4	-

Comment No. 6. Clock congestion dangerous.  
Mr. I. F. Le Gore to investigate the following departments:

<u>Department</u>	<u>Men</u>	<u>Women</u>
6513	8	13
6313	5	1
6338	6	-

Comment No. 7. Improper light causes eyestrain.  
 [REDACTED] will report on the following departments:

<u>Department</u>	<u>Men</u>	<u>Women</u>
6311	-	5
6312	6	4
6313	24	-
6319	1	9
6326	-	17
6328	-	11
6356	7	-

[REDACTED], Secretary.

AR-MS

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- 6078-3

December 8, 1930.

The fourth meeting of the Safety and Health Division was held Wednesday December 5, 1930 at 3:00 P.M.

Members Present

[REDACTED]

Department

6078-1  
6078-2  
6078-3  
6078-1  
6078-1  
6078-2  
6078-3  
6078-1 Day Off

Report of investigations assigned last meeting.

Comment No. 4. Smoke and fumes cause aches and illness.  
Assigned to [REDACTED].

Departments 6315, 6319, 6326 and 6350.

Conditions in these departments were reported in minutes of November 25, 1930.

Plating Department 6343.

Further investigation of exhaust system in this department will be made and reported next meeting. The matter will also be discussed with the medical division.

Comment No. 5. Oily and Wet Floors.  
Assigned to [REDACTED].

Departments 6355 and 6357.

It is agreed that the complaint is justified. A study to provide a remedy for the condition has been going on for some time. The Safety and Health Division has a sample of a composition flooring called "Mastipave" and will suggest to the Factory Planning Engineers that a sample strip be installed in one of the Screw Machine Departments.

Punch Press Department No. 1. 6339.

Conditions in this department will be reported at our next meeting.

Insulating and Twisting Department 7381.

Complaint investigated and it was felt that although the complaint was justified in the year of 1929, conditions have since been adjusted.

Comment No. 6. Clock Congestion. Dangerous.  
Assigned to [REDACTED].

Departments 6512, 6513, and 6538.

we feel that the question of running and crowding at the clocks is a problem for the monitor and supervisor. This matter received publicity in the October issue of the Accident Bulletin and will receive more attention in the future issues whenever required.

Comment No. 7. Improper light causes eye strain. Accident hazard. Assigned to [REDACTED]

Subscriber at Assembly Department 6311.

At the time these complaints were made, the employees were located in Building 55-4. The department has since been moved to Building 55-1-2. The complaint which was made at the time this department was located in Building 55-4 was considered when they moved to the new location and as a result the illumination provided was improved. The Safety and Health Division believe that the illumination at present is adequate.

Riel Clutch Assembly Department 6312.

We feel the complaints are justified. The Factory Planning engineers have informed us that within a very short time Glassteel fixtures will be provided. Inquiry will be made after the new lighting system is installed to determine whether it will be satisfactory.

Sequence Switch, Brush and Ray Assembly Department 6313.

Since the complaints were made Glassteel fixtures have been provided. It is the opinion of all concerned that they are satisfactory.

Paper Condenser Department 6314.

This department is located in Sections 57 and 58-4. Investigation made by the Safety and Health Division indicates that the illumination is satisfactory in both sections.

Departments 6325 and 6326 located in Buildings 43 and 44 respectively.

It is the opinion of the Safety and Health Division that the illumination is adequate. A more thorough investigation will be made to determine actual conditions and if necessary, an effort will be made to have the Technical Branch provide better illumination. The present plans are to install Glassteel fixtures within the next two years.

Cable Forming Department 6328.

A report will be made at the next meeting.

Investigation of New Complaints

Comment No. 8. Improper Tools Dangerous.

[REDACTED] to report conditions in the following departments:

Department	Men	Women
6321	5	-
6326	2	-

Comment No. 9. Brinks of fellow workers lead to injuries.

[REDACTED] to report on the following departments:

Department	Men	Women
6328	2	1
6329	1	0
6330	1	0

Comment No. 10. Night hours undermine health. cannot sleep days, stomach upset. [REDACTED] to report on the following departments:

Department	Men	Women
6326	-	20
6327	-	14
6328	4	1
6321	2	7
6327	10	1

Comment No. 11. System and means of lifting or conveying work dangerous. [REDACTED] to report on the conditions in following departments:

Department	Men	Women
6300	5	-
6321	7	-
6328	3	-
6327	3	-

Comment No. 13. Ventilation and Temperature Cause Illness. [REDACTED] to report on conditions in the following departments:

Department	Men	Women
6300	21	-
6313	16	-
6315	9	1
6317	-	9
6321	15	-
6326	-	35
6328	4	10
6350	13	2
7325	17	-
7326	19	-
7328	18	-

[REDACTED] Secretary.

AM-MS

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December 16, 1930.

The fifth meeting of the Safety and Health Division was held Wednesday, December 18, 1930.

Members Present

[REDACTED]

[REDACTED]

Department

6078-1

6078-2

6078-3

6078-1

6078-1

6078-2

6078-3

6078-1 Day Off

REPORT OF INVESTIGATIONS ASSIGNED AT LAST MEETING

Comment No. 5. Oily and wet floors dangerous.  
Assigned to [REDACTED]

Punch Press No. 1 Department 6339.

Investigation made by the Safety and Health Division indicates there is no slipping hazard due to oily or wet floors in this department.

Cable Forming Department 6356.

The investigation is not yet completed. A complete report will be made at the next meeting.

Comment No. 8. Improper Tools dangerous.

Loading Coil Assembly Department 6381.

Although the comment is rather obscure as to any specific tools, we have discussed this matter with the foreman of the department affected and have so far been unable to discover any tool that may be classed as dangerous.

Hand Screw Machine Department 6336.

[REDACTED] foreman of this department from which these comments were made was interviewed. Investigation disclosed that as a number of the tools used in hand screw machine operations are in a sense dangerous, it is felt that since practically the entire personnel of his organization is of a highly experienced and specialized type, there is no particular cause for concern about the complaint.

Comment No. 9. Pranks of fellow workers lead to injury.

These complaints originated in departments 6332, 6336 and 6339. Investigation revealed that they resulted from the following practices.

1. Employees throwing piece parts.
2. Tipping fire pails filled with water.
3. Capricious tickling.

Publicity is being given this form of horseplay from time to time in the Accident Bulletin, Hawthorne Microphone and posters.

Comment No. 10. Night Hours undermine health - cannot sleep days, stomach upset. Assigned to [REDACTED]

Investigation of the Industrial Health literature shows very little information concerning the effect of night work on health.

The magazine "Business Week" reports that the Cotton Textile Institute has decided to suspend night work in all associated factories beginning not later than March 1, 1931; but the articles treat only the economic aspect of the situation. Apparently the move was not made out of consideration for the health of the workers.

The following taken from "Osaka Mainichi", March 27, 1930 via the Industrial and Labour Information" May 26, 1930, may be of interest:

Study of 1000 women, age 14 to 50, employed in cotton spinning factories in Japan and living in dormitories attached to the factories. Study covered five years ending 1930, during which night work was abolished.

Little variation was noted in the sickness rate.

Attendance rate - 92 per cent before abolition of night work.

96 per cent after abolition of night work.

Improvement in appetite, following abolition of night work shown by 10 per cent increase per capita in consumption of rice.

Fatigue symptoms less in evidence.

Maximum loss of weight during a week of night shifts was 3.9 kg.

Maximum loss of weight during a week of afternoon shifts ( 2 P.M. to 11 P.M.) was 1.3 kg.

At the same time the number of persons who gained in weight as well as the actual amount gained during a week of morning shifts ( 5 A.M. to 2 P.M.) increased considerably.

Comment No. 11. System and means of lifting or conveying work dangerous.

A further investigation being made. Complete report will be made at next meeting.

Comment No. 13. Ventilation and Temperature causes illness. Assigned to [REDACTED]

6300

During the winter of 1929 - 1930, stock was unloaded through the windows of 44-1. Complaint adjusted by arranging to unload stock at night when no one was working in the section.

6313

Normal shop section. Draft from bridge, the probably cause of complaints. Bridge will soon be closed except for storage purposes, which should take care of complaint.

6318

See minutes of the November 26 meeting.

6317

Complete study made of ventilation on main floor and on balcony. Conditions were not satisfactory on the balcony so all employees were moved to the main floor.

6321

See minutes of the November 26 meeting.

6326

See minutes of the November 26 meeting.



6356

Conditions are satisfactory both in Building 52-2 and in 42-5. Some trouble was experienced in the previous metal examination laboratory until the operator was instructed by [REDACTED] - 7437-1 in the proper use of the ventilating equipment.

5850

During 1929 the hot galvanizing operation was working in the machine and galvanizing section. The exhaust over the galvanizing tanks drew such a large volume of air from the room that a strong draft was created near the door leading into the iron foundry. Drill press operators working in front of the door were particularly affected. When the hot galvanizing job was shut down, the trouble was automatically corrected.

7532

Frequent use of the large kinnear doors at the south end of Building 53-1 has caused the whole south half of the building to be unusually cold. Plans are now being made to install a vestibule for the most frequently used door. Traffic is being routed in such a way that the use of large kinnear doors will be reduced to a minimum.

9528 and 9598

Are located at 26th Street. Ventilation and temperature satisfactory.

Investigation of New Comments

Comment No. 12. Pans, Stock, trucks, etc., in aisle.

Assigned to [REDACTED]

Department	6311	Men	3	Women	23
	6312		5		10
	6322		7		3
	6355		4		3
	6346		10		22
	6371		10		4

Comment No. 14. Locker and Washrooms Congested.

Assigned to [REDACTED]

Department	6311	Men	0	Women	6
	6315		5		0
	6321		4		2
	6333		0		4
	6354		4		0

Comment No. 15. Running out of Plant.

Assigned to [REDACTED]

Department	6326	Men	0	Women	2
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All others single comments.

Comment No. 16. Work operation makes parts of body sore.

Assigned to [REDACTED]

Department	6311	Men	2	Women	2
	6312		2		4
	6313		1		2
	6321		4		1
	6323		1		8
	6325		-		11

Department		Men	Women
6327		2	5
6328		1	9
6329		2	7
6346		7	9
6349		1	6
6356		1	6
6361		0	5

Comment No. 17. Overtime undermines health, ruins eyes.  
Assigned to [REDACTED]

Department		Men	Women
6313		2	0
7385		2	0

All other departments have single comments.

[REDACTED] Secretary,

AR-MS

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- 6078-2
- 6078-3

January 8, 1931.

The sixth meeting of the Safety and Health Division was held Wednesday December 17, 1930.

<u>Members Present</u>	<u>Department</u>
[REDACTED]	6078-1
[REDACTED]	6078-3
[REDACTED]	6078-2
[REDACTED]	6078-1
[REDACTED]	6078-1
[REDACTED]	6078-2
[REDACTED]	6078-3

REPORT OF INVESTIGATIONS ASSIGNED LAST MEETING.

Comment No. 7 - Improper light causes eyestrain  
Assigned to [REDACTED]

Cable Forming Department 9356.

An investigation showed that the standard lighting was blocked by the racks which hold the reels of cable used by the cable formers, so that the light was entirely inadequate for this type of work. Even in the location where the cable is suspended from the ceiling the illumination is not satisfactory.

Change notice 13-P on order No. K-13403, has been issued by the Factory Planning Engineers for the installation of special lights for this work. This order was forwarded to the Planning Department on January 6, 1931.

The order is scheduled to be released by the analyzers on January 14, 1931.

Comment No. 11 - System and means of lifting or conveying dangerous.  
Assigned to [REDACTED]

Switchboard Ironwork Department 6300.

The complaints were made concerning the handling of trucks. A further report will be made at our next meeting.

Loading Coil Assembly Department 6321.

We do not believe after observation that there is any undue hazard in connection with pouring hot asphalt in this department. Further observation was made to determine whether the truck drivers are handling their trucks in a manner dangerous to pedestrians. On the occasion of our visit the truck drivers seemed to be careful in handling their trucks.

Punch Press Department 6353.

Operators have at all times been instructed to use the standard hooks provided for this purpose. There is no means of determining what was done at the time these interviews were made. (The interviews indicate that wire was used instead of hooks.)

Miscellaneous Wiring Department 6357.

Complaints were made concerning the lifting of heavy units. The Safety and Health Division after observing the lifting of the heaviest type of units (weight 150 pounds) which are lifted by two men, believe there is no hazard.

Complaint was made concerning tools too heavy for one man to lift. The heaviest tool that is now used in this department weighs two pounds. There is no hazard.

Comment No. 12 - Pans, Stock, Trucks, etc., in aisles.  
Assigned to [REDACTED]

Subscriber Set Assembly Department 6311, Paper Condenser Department 6319, Fuse and Cable Terminal Assembly Department 6322, Punch Press Department 6335, Partial Assembly Department 6346, Theater Equipment Assembly Department 6371.

Although there probably was justification for a complaint concerning congested aisles in the year of 1929, there is no occasion for complaints under the present working conditions. No action is deemed necessary other than that to observe present conditions which were found satisfactory.

Comment No. 14 - Locker and Washroom Congestion Dangerous.  
Assigned to [REDACTED]

Subscriber Set Assembly Department 6311, Enamel Wire Department 6315.

Conditions were found to be satisfactory.

Comment No. 15 - Running Out of Plant Dangerous.  
Assigned to [REDACTED]

Cl O. Lejonstein investigated the main exits from bridges, main aisles, and courtways in the Plant and found the conditions to be as stated in comments made by employees. Several of the supervisors and gatemen were interviewed but no favorable solution for preventing employees running when leaving the plant was forthcoming.

A suggestion was made that painted white lines in center of aisles, be tried out to allow two way traffic. This suggestion was discussed with the supervisors and gatemen, and they felt that nothing but an iron railing would keep an orderly condition in our aisles. Safety and Health Division feel this is a problem of monitors and supervision. Publicity has been devoted to this and will be continued to be given in Accident Bulletin, Microphone and Posters.

Comment No. 16 - Work operation makes parts of Body Sore.  
Assigned to [REDACTED]

Seven of the thirteen departments from which most of the complaints came were assembly departments, in which the repeated use of tools such as an automatic screw driver or a pair of pliers is liable to cause a blister on the hand of a person not accustomed to the work. The constant use of a certain set of muscles may cause those muscles to become stiff and sore until they are adapted to the work. Relief can be obtained in such cases if the employee will report to the hospital for treatment.

Loading Coil Assembly Department 6321.

Has a number of jobs requiring considerable heavy lifting, which may occasionally cause some muscle strain. Such cases can also be relieved by hospital treatment plus adaptation to the work.

Spool and Covering Department 6327.

This is similar to the assembly departments, in that there are small tools and standardized operations which may cause some muscles or blisters occasionally.

Loading Coil Winding Department 6325.  
Coil Finishing Department 6323.  
Cable Forming Department 9356.  
Insulating and Twisting Department 7361.

All are productive of similar complaints in that they have operations which require the operator to handle or pull out lengths of wire. This may cause a fissure in the skin or make the hands or arm muscles sore.

Any operator who experiences such trouble should report at once to the hospital for treatment. New employees to be given special consideration.

Comment No. 17 - Overtime undermines health, ruins eyes.  
Assigned to [REDACTED].

Unusually long hours of work are certain to produce excessive fatigue if continued over a long period. According to Hoge's "Industrial Hygiene and Medicine" if a worker who is accustomed to working eight hours a day is required to work ten hours, he will consciously or unconsciously reduce his working speed in an effort to compensate for the increased hours. Eventually, if he works two or three hours overtime, every second or third day, he will work for a whole week at the slower rate. Long hours of work which requires exact focusing of the eyes may produce fatigue of the musculature of the eye and if prolonged excessively may result in the occurrence of spasm of accommodation.

The worst effects of overtime are seen in occupations which have a seasonal fluctuation. The worker who is overtired by excessive work most readily falls a victim to anxiety when work fails.

When overtime is an absolute necessity, it should be governed by the following considerations:

1. It should continue for as short a period as possible. If it continues for several months the slower rhythm of work will be so thoroughly established that it will be difficult to return to a normal rhythm. Furthermore cumulative fatigue will be greater and there will be a marked increase in both the sickness and accident rates.
2. It is better to work one hour overtime every day than to work two hours every other day, during the period when overtime is required. It is more difficult for the operator to adjust himself to irregular overtime and the nervous strain and consequent fatigue is greater.
3. Special care should be taken in requiring overtime on occupations such as fine assembling, adjusting or inspecting, which require exact eye focusing.

#### INVESTIGATION OF NEW COMMENTS

Comment No. 18 - Locker and Washroom location, space and equipment an accident and health hazard.  
Men 85      Women 15  
Assigned to [REDACTED] - 6078-1.

	Men	Women
6315 Canned Wire Department	8	1
6321 Loading Coil Assembly Department	4	-
6333 Drilling Department	3	1
6334 Milling Machine Department	4	-
6336 Hand Screw Machine Department	12	-
6337 Automatic Screw Machine Department	4	-
6339 Punch Press Department No. 1	5	-
6379 Lamp Department	4	-
7381 Insulating and Twisting Department	5	1
7383 Lead Press Department	9	-

Comment No. 19 - Oil causes sores, affects health.

Men 25 Women 4

Assigned to [REDACTED]

6325 Loading Coil Winding Department	2	-
6333 Drilling Department	2	-
6334 Milling Machine Department	2	-
6336 Hand Screw Machine Department	11	-
6337 Automatic Screw Machine Department	7	-
6339 Punch Press Department No. 2	2	-

Comment No. 20 - Hairnets and headbands unsatisfactory.

Women 69

Assigned to [REDACTED].

	Women
6326 Relay Coil Winding Department	32
6332 Tapping Department	4
6333 Drilling Department	24
6394 Magnet Wire Department	4

[REDACTED] Secretary.

AR-16

Copy to:

[REDACTED]

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- 6078-3
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- 6078-1
- 6078-1
- 6078-2
- 6078-3

THIS COPY FOR [REDACTED]

January 22, 1931.

The seventh meeting of the Safety & Health Division was held  
January 8, 1931.

Members Present

Department

6078-1  
6078-3  
6078-3  
6078-1  
6078-1  
6078-1  
6078-2  
6078-3

REPORT OF INVESTIGATION: ASSIGNED AT LAST MEETING.

Comment No. 18 - Locker and washroom location, space and  
equipment an accident and health hazard.  
83 Men - 15 Women. Assigned to [REDACTED]

Departments 6213, 6321, 6333, 6334, 6336, 6337, 6339, 6370, 7341, 7363.

Employees referred to shop lockers as crowded and too close together.  
Shop lockers in the above departments as well as all clothes lockers  
throughout the plant have been installed according to standard layouts.  
There are sufficient lockers to take care of all employees in normal  
production periods.

If greater consideration were given to educating employees to be more  
careful in closing locker doors, the bumping hazards could be reduced to  
a minimum.

Improper storage of clothes sticks in upper shop lockers has been the  
cause of a few complaints. After an employee removes his clothing from  
the clothes stick he sometimes leans the stick against the side of the  
locker instead of hanging it on the hook. When the locker door is opened  
the stick falls out, striking the employee on the head.

Our observation indicates that the proper storage of these sticks  
can be most effectively brought about by education of the employee.  
Publicity has been given this matter on several occasions and will be re-  
peated from time to time in the future.

Comment No. 19 - Oil causes sores, affects health.  
Assigned to [REDACTED] - 6078-7.

Oil dermatitis and boils are recognized occupational diseases amongst  
workers who must have their hands covered with oil most of the time. Since  
the trouble is apparently caused by infectious bacteria which are collected  
after the oil has been refined, a plan was considered for disinfecting all  
cutting oils by adding a small amount of cresylic acid to them. In April,  
1930, it was learned by the Safety and Health Division that, although  
cresylic acid had been in the storeroom for several months, no authorization  
for its use had ever been issued. This fact was called to the attention of  
the Engineer of Manufacture and in September 1930, the orders were issued  
for disinfecting all cutting oils. The disinfected oils were put on trial  
in the Hand Screw Machine Department 6336, on November 1, 1930, and a few  
days later all department using cutting oils were furnished with the dis-  
infected oils. The foreman of these departments have stated that they are

entirely satisfied with the disinfected oil and feel that it will be of material help in reducing the incidence of oil infections.

Comment No. 80 - Hairnets and Headbands unsatisfactory.  
69 Women. Assigned to [REDACTED]

The complaints generally indicated that hairnets and headbands were not conducive to good appearance.

Relay Coil Winding Department 6326.

Coil winding machines travel approximately 6600 R.P.M. and it is possible for an operator to lean over and place her head very close to the revolving motor shaft or relay spool head.

The necessity of wearing hairnets effectively is demonstrated by the fact that in November 1930 a coil winder of 6326 had her hair caught in a revolving motor shaft, causing her head to be pulled downward striking the machine with considerable force. She suffered a lacerated wound left side of forehead and lost six days.

Tapping Department 6322.

Revolving machines of different types are operated in this department. The foreman of this department is in accord with us that female employees should wear hairnets while operating machines.

Drilling Department 6324.

The foreman is also in accord with us that it is essential that female operators wear hairnets while operating drill presses.

Magnet Wire Department 6394.

Headbands. In the latter part of 1929 headbands were discontinued in lieu of hairnets for various reasons as listed below:

1. Headbands stretch losing their effectiveness, whereas hairnets are held in place with pins.
2. They do not hold the loose ends of hair, permitting them to hang over in such a manner that in some instances bands contribute to the hazard instead of offering protection.
3. The radical change in women's hair dress during the past several years has rendered headbands practically ineffective in most instances.
4. The operators themselves prefer hairnets to bands because the former do not flatten or bind the hair.
5. Hairnets present a better appearance, being less conspicuous.
6. Hairnets cost approximately 2.4 cents apiece whereas headbands cost 19 cents each.

In 1925 the Safety and Health Division originated a study to determine the advisability of female employees wearing hairnets when working on power driven equipment.

The Safety and Health Division is now attempting to secure a more substantial hair covering for operators.



It was concluded that hairnets are a very essential part of our safety program, and as such we would insist on women wearing the hairnets on all occupations where it was considered unsafe not to wear them.

Comment No. 31 - Have too heavy lifting.

34 Men 33 Women

Assigned to [REDACTED]

Landing Coil Assembly Department 6321.

There were two complaints made by men and one by a woman.

The weight any individual is allowed to lift in this department is approximately 35 pounds. All employees have been instructed to request help when lifting heavier objects. Women employees have no occasion to lift more than five pounds. During 1939 a number of landing coil cases were handled with stevedore trucks. This work is now practically all being done by electric trucks.

Fuse and Cable Terminal Assembly Department 6322.

Two complaints were made by men and one by a woman.

The cable terminal job from which these complaints were made has been transferred to Baltimore.

Receiver and Transmitter Assembly Department 6323.

Three complaints were made by women and one by a man.

During 1939 it was customary for women employees to lift trays of transmitter and receiver apparatus weighing approximately 25 pounds from stacks on the floor and place them on a bench. Since that time however, trays and equipment have been changed to a new type. Boys are now placing work on the benches and also removing it. At the present time women employees have no occasion to lift more than 20 pounds.

Coil Finishing Department 6324.

There were four complaints made by women employees.

These complaints included the carrying of work, getting no service and work too heavy to lift. During 1939 there were trays of step-by-step relay coils and sequence switch coils weighing approximately 35 pounds which were handled by women. Since these comments were made this department has provided male help to handle material weighing more than 25 pounds. Whenever complaints concerning lifting are made by women, the matter is immediately taken up and adjusted.

Milling Machine Department 6324.

Material of all types is delivered in various sized containers to this department for machine operations. It is necessary at times for employees to lift pans of material weighing approximately 35 pounds from the floor to the machine stock table. Operators have been instructed to request help when they want it.

Punch Press Department No. 1. 6339.

Material is delivered in various sized containers. It is necessary for

employees to lift pans of material weighing approximately 85 pounds from the floor to the machine stock table. All employees are instructed to request help when necessary. One comment was made regarding the necessity of employees carrying heavy tools from the tool crib to punch presses due to a shortage of tool trucks in this department. The foreman has agreed to determine whether additional tool trucks are needed.

Plating Department 6343.

Four complaints were made, all by women.

Investigation revealed that there are only two operations in this department concerning which complaints could be made regarding lifting. One is the spring soldering job on which all lifting at the present time is taken care of by men. The other is the racking and unracking operations where women operators wire and unwire parts before and after plating operations. They have been instructed not to lift more than two racks at a time, the maximum weight of which are about 20 pounds.

Insulating Twisting Department 7381.

There were six complaints all made by women.

There has been practically no change in the method of lifting in this department since 1929. The women paper insulating machine operators lift a maximum weight of approximately 30 pounds. It is necessary for them to lift coils of wire from a stock bench which is about waist high and place them over an arbor on the insulating machine. This is done approximately 50 times a day. Operators for these machines are especially selected by the Employment and Medical Departments with consideration as to their physical qualifications for this work.

Wire Drawing Department 6345.

Complaints were made by four men.

There has been practically no change in method of loading and unloading wire drawing machines in this department since 1929. All spools of wire weighing more than five pounds are rolled, tipped, or slid into place making it unnecessary for an employee to apply the direct lifting. The maximum weight a man lifts in this department is approximately 120 pounds. Employees have been instructed to request help when it is necessary for them to lift more than 100 pounds. The Employment and Medical Organization select only men who have physical qualifications which suits them for this work.

Comment No. 23 - Changes of Earn on job.

24 Men. 10 Women.

Assigned to [REDACTED].

Loading Coil Assembly Department 6321.

Two comments were made due to splashing hazards caused when loading resin compound in tanks. The method of loading compound tanks has been changed from hand to mechanical methods. This eliminates the hazard caused by hot solution splashing.

Relay Coil Winding Department 6386.

Solder iron hazards. Recently these irons were equipped with a guard and drip pan. This protects the operators from burns.

Japanning Department 6345.

Two complaints were made concerning hot trucks.

During 1929 it was necessary at times owing to high production activities to take hot Japan trucks from the ovens and place them out in the open room until sufficiently cool for handling.

Wire Drawing Department 6345.

There were two complaints made that compound burns the hands thru the canvas gloves which are worn on this job.

The compound used on the wire drawing machines is heated to approximately 130 degrees and may be slightly higher on warm summer days. Employees are supplied with two pairs of gloves per day; a new pair is given them in the morning and a pair immediately after lunch. These comments were evidently made by employees who failed to ask for gloves when their's were worn out. Tests made by the Engineer of Manufacture organization indicate that compound heated to 130 degrees will not cause burns, provided the gloves are whole.

Comment No. 23 - Lack of working space dangerous.

47 Men 25 Women. Assigned to [REDACTED]

Switchboard Ironwork Department 6300 (6358).

There were four complaints made due to iron lying all around.

Recent investigation revealed that although the entire department is somewhat congested there is no tripping hazard. During 1929 house-keeping methods were not as rigidly enforced as at the present time.

Departments 6313, 6328, 6326, 6327, 6346, 6350 and 6357.

There were 36 comments regarding the lack of working space in these departments. Recent investigation of these departments revealed that no congestion exists at the present time.

Comment No. 24 - Close work - causes eyestrain.

Assigned to [REDACTED]

Departments 6313, 6326, 6348, 6349 and 6379.

It is recognized that there are certain operations which are very delicate and require close concentration. Such operations include assembly and adjusting work, in which fine parts must be fitted together and adjusted with a hair breadth precision; wiring jobs, in which fine color distinctions must be made and blue prints must be followed accurately; and lamp manufacture, where pieces of hair-like wire must be fitted into lamps. Such operations always provide rather strenuous exercise for the delicate muscles of the eye, and may produce eyestrain. In fact, many people with normal vision are unable to do this type of work comfortably, although the majority suffer no ill effects and some may experience discomfort only temporarily. It therefore is impossible to select unerringly the type of person who can do work involving constant

and strenuous use of the eye. It is easy to pick out of a group of normally healthy men the type of man whose muscular structure is such that he is able to do heavy foundry work, but it is difficult to detect individual differences in the delicate mechanism of several pairs of eyes.

It is therefore felt that the personnel organizations, working with the hospital, should consider cases of continued eyestrain, obviously due to close work, as eligible for transfer before serious permanent damage is done to the eyes of the individual concerned. This is in accordance with the policy of the Company to provide work for which the employee is physically suited.

Comment No. 23 - Type or Condition of Floor an  
Accident or Health Hazard.  
53 Men. 26 Women.

This comment has been fully covered in Comment No. 5.

Comment No. 22 - Job is Unhealthy, dangerous.  
69 Men 16 Women. Assigned to [REDACTED]

Enameling Wire Department 6315.

The naphtha fumes arising from the solvent of the black enamel are irritating to the eyes and nasal lining of the operators. This condition is being remedied by the installation of a complete ventilating system, as outlined in the minutes of the November 26th meeting.

Loading Coil Assembly Department 6321.

Cleaning of the exhaust system for the ovens in Building 28, mentioned in the report on Comment No. 1., has so improved its efficiency that no enlargement of the system will be necessary.

The accident hazards in Department 6321 are discussed under Comment Nos. 21, 22, and 23.

Loading Coil Winding and Finishing Department 6325.

There is no reason for supposing that loading coil winding is either an unhealthful or a hazardous operation. The materials are clean, and there are no injurious fumes. There was formerly some danger of a section of the winding machine flying out and striking the operator, but this has been taken care of by re-designing the machine.

Drilling Department 6334.

The cutting oils which are used as lubricants in drilling operations may produce a dermatitis on the hands and arms of the operators. This complaint should be reduced considerably since the introduction of disinfectants into the cutting oils as described in the report of the investigation of comment No. 19.

Japanning Department 6345.

All operations in the Japanning Department are well exhausted so that it is practically impossible to detect any odor of lacquer or japan in the

spraying room. The solvents which are used in the japan and the lacquers contain no benzol or other hazardous substances.

Wire Drawing Department 6325.

The fact that a cooling solution is used in all wire drawing operations tends to increase somewhat the relative humidity in the wire drawing room. There is also a considerable amount of copper dust in the atmosphere. However, the atmosphere is not sufficiently damp to be considered hazardous and copper dust is not held to be a source of occupational disease. The compound mixing room in the basement is unusually damp and is therefore a possible hazard. The operator who works in this room is given a physical examination each month by the Medical Division in order to be certain that he is suffering no ill effects from this job.

Woodworking Department 6326.

This department is located in one of the most modern buildings in the Works. It is well lighted and all machines are exhausted so that there is no possibility of dust accumulating in the atmosphere.

Current No. 20 - For Materials Injurious and Unhealthy.  
70 Men 25 Women. Assigned to [REDACTED]

Multiple Bank Assembly Department 6316.

A careful survey of this department has shown that there is no material in the department which could be considered in any way unhealthy or injurious.

Relay Coil Winding Department 6323.

Each operator in this department is exposed to a certain extent to the smoke from rosin core solder. However, the concentration of smoke is very small and the type of smoke is such that it is not injurious to the health.

Spool and Covering Department 6327.

The cement which is used for fastening washers to the spools in this department has been a source of numerous complaints because of the objectionable character of the fumes produced by evaporation of the solvent. Arrangements have been made with the supplier of this cement to provide a satisfactory non-hazardous solvent. Another cement which has recently been introduced in this department has caused similar complaint, but it is expected these will be taken care of by the installation of an adequate exhaust system.

Lunch Dress Department No. 1, 6329.

The possibility of cutting oils causing dermatitis in this department has been greatly reduced through the introduction of a disinfectant into the cutting oils. The trucking operations are productive of considerable dust which is recognized as a health hazard. Arrangements are being made with the factory cleaning engineers to provide

suitable exhausts and dust collectors for the tumbling barrels and sifter. Until this provision is made all the operators working on this job are being examined once a month by the hospital.

Plating Department 6343.

Since the complaints came from women operators it is probable that the lacquering operation is the source of the complaints. Although the lacquer is sprayed on the parts while they are in a hood they are immediately placed on an open steam table to dry. During the drying process all the solvents are evaporated into the room and produce a rather strong and possibly nauseating odor. The Safety and Health Division expects to have air tests made in this location in the near future in order to determine whether the concentration of vapors is sufficiently high to require the installation of an exhaust system for the drying process.

Partial Assembly Department 6346.

At the time these complaints were made the operation of soldering handout inserts produced a main smoke which arose directly into the operator's face in objectionable quantities. Since that time a soldering method whereby a gas flame is played directly on the solder has been introduced. This has effectively eliminated the objectionable smoke so that conditions are now satisfactory.

Cable Forming Department 6356.

There is no operation connected with cable forming which uses materials which would be considered unhealthy. The actual cable forming processes sometimes cause chafes on the hands of the operators. To avoid serious effects from this the precautions outlined under General No. 16 should be followed.

Cover and Can Department 6359.

The spray operations in the large open spray booths have been somewhat objectionable since the respirator which was being used did not adequately filter out the paint fumes. Recently a respirator with a charcoal canister filter has been supplied to these men. They have indicated that they are entirely satisfied with this equipment since it removes all traces of paint fumes from the air which the operator inhales.

Theater Equipment Assembly Department 6371.

The use of benzine in cleaning the transformers in this department frequently caused a dermatitis on the hands and arms of the operators. Instruction by the foreman as to the proper method of doing this work together with an occasional change of work for the operators has completely eliminated this trouble. Some of the soldering operations in this department are productive of considerable smoke and fumes. The hazard connected with this situation has been eliminated by the installation of an adequate exhaust system.

Insulating and Twisting Department 7281.

There is no material used in this department which could be considered unhealthy or injurious to the operator.

Stranding Department 7368.

There is no material used in this department which could be considered unhealthy or injurious to the operator.

Wire Drawing Department 8388.

Neither the copper dust nor the wire drawing solutions are to be considered hazardous to the health of the operator.

Rubber Department 7397.

Several materials used in the manufacture of rubber are poisonous. However, special precautions are taken in handling this material and adequate exhausts and respirators are provided. It has also been found that bakelite dust may cause dermatitis in susceptible individuals. Any operator who contracts dermatitis while working with bakelite is immediately removed from the job.

Comment No. 33 - Drinking Water Too Cold, Too Warm,  
Bad Taste. 14 Men & Women.  
Assigned to [REDACTED]

The following record is submitted which shows that the drinking water is kept at an almost uniform temperature both in winter and summer. There may be occasions where the fountain is located some distance from the main loop so that the water is allowed to warm up somewhat. If the water from this fountain is allowed to run for a short time before being used it will soon reach the proper temperature.

All drinking water used in the Plant is filtered and purified by ozone. Because of this, it is even better than city water.

TEMPERATURE OF ROOMS DRINKING WATER  
January to July, 1930

<u>Date</u>	<u>Temp. of Water Received from City Mains</u>	<u>Temp. of water as it Leaves Treating System &amp; Enters Local Mains</u>
Jan. 12	56	54
" 13	56	50-58
" 14	56	50-54
" 15	56	50-56
" 16	56	50-58
" 17	55	49-59
Feb. 1	56	52-58
" 24	59	50-58
" 28	41	50-61
Mar. 1	59	50-62
" 25	59	62-63
" 30	59	63-66



Date	Temp. of Water Received from City Mains	Temp. of water as it Leaves Treating System & Enters Local Mains
Apr. 1	59	50-60
" 5	40	60-64
" 10	42	58-60
" 17	44	57-62
	50	62-66
May 1	46	54-64
" 7	50	54-58

COOLING MACHINE PLACED IN OPERATION

May 9	52	52-54
" 12	50	46-48
" 18	50	60
" 20	50	52-56
" 23	54	47-49
" 25	54	62-63
" 28	54	48-50
" 30	54	46-60
June 1	54	58
" 3	55	44-49
" 8	56	58-60
" 13	56	46-52
" 19	60	44-51
" 28	63	41-52
July 1	62	51-57
" 5	58	53-56

Comment No. 39 - Overtime, Late Meals, Indisposition.  
2 Men. Assigned to [REDACTED].

For the effects of overtime on the health of the individual reference should be made to Comment No. 17 in the minutes of the meeting of December 17. The fact that the operator is late for supper is a minor consideration since it cannot particularly affect his health.

Comment No. 44 - Sitting all day Unhealthy.  
1 Man. 1 Woman. Assigned to [REDACTED].

If any operator is told by his doctor that he should not be placed where he is required to sit down all day, the operator should report that fact to his supervisor who will send him to the hospital for a physical examination. It is impossible to make any general statement to the effect that sitting all day is either healthy or unhealthy. There are many operators in the plant at the present time who by the instruction of the Medical Department are not allowed to work at any operation where they are required to stand for any length of time.

NEW COMPLETION ASSIGNED

Comment No. 26 - Glasses are objectionable.  
124 Men 244 Women. Assigned to [REDACTED].

Comment No. 27 - Gloves or rubber fingers are objectionable.  
8 Men 1 Woman. Assigned to [REDACTED].



- Comment No. 28 - Chance of Injury on Job.  
19 Men 16 Women. Assigned to [REDACTED].
- Comment No. 31 - Chairs and stools inadequate or hazardous.  
7 Men 7 Women. Assigned to [REDACTED].
- Comment No. 32 - Crowded lunch counters hazardous.  
0 Men 2 Women. Assigned to [REDACTED].
- Comment No. 34 - Machinery and Tools in bad shape.  
14 Men 4 Women. Assigned to [REDACTED].
- Comment No. 35 - Crossing Street near Plant Dangerous.  
4 Men 3 Women. Assigned to [REDACTED].
- Comment No. 36 - Noise a strain on nerves.  
5 Men 2 Women. Assigned to [REDACTED].
- Comment No. 37 - Delivery of milk hazardous at noon hour.  
1 Man 0 Women. Assigned to [REDACTED].
- Comment No. 38 - Condition of equipment dangerous.  
10 Men 1 Woman. Assigned to [REDACTED].
- Comment No. 40 - Stock piled Unsafely.  
11 Men 3 Women. Assigned to [REDACTED].
- Comment No. 42 - Toilet booths should have locks to prevent  
doors from being pushed inward and bumping  
occupant. 1 Man 1 Woman. Assigned to [REDACTED].
- Comment No. 43 - Should have First Aid Kit in Department.  
3 Men 0 Women. Assigned to [REDACTED].
- Comment No. 45 - Safety Shoes Unsatisfactory.  
13 Men 0 Women. Assigned to [REDACTED].
- Comment No. 49 - Should have goggles.  
4 Men 0 Women. Assigned to [REDACTED].
- Comment No. 50 - Mask or respirator objectionable to wearer, not  
effective, causes skin to become tender.  
6 Men 0 Women. Assigned to [REDACTED].
- Comment No. 51 - Standing or walking all day or night injuries to  
feet or health. 2 Men 3 Women. Assigned to [REDACTED].
- Comment No. 52 - Spill is accident and health hazard.  
3 Men 9 Women. Assigned to [REDACTED].
- Comment No. 54 - Operator Treats minor Cuts and Scratches himself.  
Keeps Bottle of Iodine Handy at Machine.  
1 Man 0 Women. Assigned to [REDACTED].

[REDACTED], Secretary.

AK-ME

Copies to:

[REDACTED] - 6078  
[REDACTED] - 6078-2  
[REDACTED] - 6078-1  
[REDACTED] - 6078-1  
[REDACTED] - 6078-1

[REDACTED] - 6078-1  
[REDACTED] - 6078-3  
[REDACTED] - 6078-1  
[REDACTED] - 6078-2  
[REDACTED] - 6078-2

THIS COPY FOR

March 19, 1931.

The eighth meeting of the Safety & Health Division was held on March 19, 1931 in conference room 506.

<u>Members Present</u>	<u>Department</u>
[REDACTED] - Chairman	6078-3
[REDACTED]	6078-1
[REDACTED]	6078-2
[REDACTED]	6078-1
[REDACTED]	6078-1
[REDACTED]	6078-1
[REDACTED]	6078-2
[REDACTED]	6078-3

REPORT OF INVESTIGATIONS ASSIGNED AT LAST MEETING

Comment No. 26 - Glasses are objectionable.  
244 Women, 124 Men.  
Assigned to [REDACTED]

Departments 6325, 6326, 6328, 6333, 6334, 6343, 6348, 6385, 6391 and 6394.

Practically all complaints concerned the weight and the fit of goggles.

During the latter part of the year of 1929 a special goggle with small 42 millimeter lenses, but providing adequate protection with a minimum of weight was designed for our women employees. These goggles were individually fitted to the employees and replaced the 46 millimeter type.

The same type of goggles that men employees were wearing in 1929 are in use today.

In January, 1930, a storeroom and fitting room was set-up and all employees are now fitted individually by a man especially trained in this work.

The large number of complaints made concerning goggles during the year 1929 was accentuated by the fact that 11,000 pairs of goggles were issued that year, coupled with the fact that there were no special goggles for women until the latter part of the year 1929, and the fact that goggles were issued to all employees without being fitted individually. The improved facilities and the enlightened attitude of our employees toward accident prevention has practically eliminated complaints concerning the wearing of goggles.

Comment No. 27 - Gloves or Rubber Fingers are objectionable.  
8 Men, 1 Woman. Assigned to [REDACTED]

General Machine Department 6331.

There was one comment made regarding the hazardous practice of drill press operators wearing gloves when operating machines. Since this comment was made, parts for which gloves were worn have been rerouted to other departments. Gloves are not worn by drill press operators in this department at the present time.

Drill Press Department 6333.

There were three comments. One comment was made regarding the hazardous practice of drill press operators wearing gloves while operating machines. In 1929 canvas gloves were worn by operators of high speed machines for various operations on mounting plates. Since that time leather gloves have replaced the canvas ones.

The apparently hazardous practice of wearing gloves while operating drill presses is being referred to the Operating Branch Safety Supervisor with the idea of determining why it is permitted to exist.

Plating Department 6343.

There was one comment made concerning the wearing of rubber fingers. It is necessary for women operators to wear rubber fingers on spring soldering operations to protect them from solder and flux thrown when superfluous solder is shaken off.

Cable Forming Department 9356.

Gloves hurt hands. A special glove with the right hand thumb and index fingers cut 3/4" below the tip has been developed expressly for cable forming operations. These comments were evidently made when the gloves were first introduced and the hands were not toughened to the work. There have been no complaints since they were introduced.

Comment No. 28 - Chance of Injury on Job.  
18 Men, 16 Women.  
Assigned to [REDACTED].

Departments 6321, 6326, 6332, 6333, 6371, 6394 and 6396.

Practically all the complaints made by employees concerned the possibility of an employee being injured while performing his regular work.

An investigation revealed that in each instance the possibility of an accident is remote after employee becomes accustomed to doing their work safely.

Comment No. 31.- Chairs and Stools Inadequate or Hazardous.  
7 Men, 7 Women. Assigned to [REDACTED].

Departments 6312, 6313, 6319, 6321, 6326, 6328, 6339, 6356, 6371 and 7382.

In 1924 the Clerical Methods organization started an investigation on "Fatigue Reducing Chairs to Replace Shop Stools", in the course of six months they obtained 25 sample chairs from 4 leading manufacturers for trial purposes. The product of the Toledo Metal Furniture Company proved to be the only one suited to our operating requirements, but at that time it could not be proven in on a cost saving basis and samples were returned and the case closed. There was a decided preference of both men and women for the new form-fitting "Postur Chair" made by the Toledo Company rather than wooden straight backed stool then in use and a short time later the Factory Planning Engineer took the matter up. A shop stool incorporating all the advantages of the "Postur Chair" was designed and specially constructed to meet the requirements of the Company, and the Toledo Metal Furniture Company on the contract to manufacture them for us.

The old stool had a small circular cupped piece of wood for a seat and did not properly support the leg between the knee and hip actually impeding blood circulation. Its straight wooden back affording support only to the shoulders and spine, causing fatigue in relatively short periods of time. The modern chair which was standardized after various tests completely eliminates the disadvantages of the old by the use of

a saddle or the posture shaped seat and low-hinged self aligning back rest mounted on a heavy double rod of spring steel. Seat and back rest are of five ply wood and the remaining parts are of metal, making an extremely sturdy stool and one in which maintenance costs have been greatly reduced. The stool comes in sizes, as measured from floor to seat of 19", 24", 26", and 30". The work of replacing the old type stool with the new was begun in 1928 and is being continued as the old become unserviceable.

The majority of employees who complained about chairs and stools were concerned with splinters and blisters received from cracked stools in various steps of disrepair. Others complained about torn clothing from the same cause while there were two complaints about the scarcity of seats. The Operating Branch Safety Supervisor was interested in the matter and the chiefs of Departments 6339 and 9356 were notified that they should request seats from Office Equipment Department 6048. This situation has been provided for and complaints of this nature will be entirely eliminated when replacement is complete and there are no longer any of the old wooden shop tools at Hawthorne.

Comment No. 32 - Crowded Lunch Counters Hazardous.  
0 Men, 2 Women. Assigned to [REDACTED]

Punch Press Department No. 5, 6335.

Our investigation indicates that the lack of lunch counter facilities during the year 1929 was the cause for the above complaint. Since that time this condition has been relieved by the installation of additional lunch counters.

Because of the crowded conditions there were instances where certain individuals jostled or roughened their fellow employees. Enforcement of stronger discipline by the monitors has eliminated this difficulty.

Comment No. 34 - Machinery and Tools in Bad Shape.  
14 Men, 4 Women. Assigned to [REDACTED].

Departments 6300, 6326, 6336, 7381, 7382.

A recent investigation in the above departments, except 7381, revealed that practically all of these have been taken care of by the departments in which the complaints were made.

In Department 7381 two complaints were made due to oil dropping from high speed twisting machine. This is being directed to the attention of the Operating Branch Safety Supervisor.

Comment No. 35 - Crossing Street near Plant, Dangerous.  
4 Men, 2 Women. Assigned to [REDACTED].

Departments 6312, 6313, 6322, 6326, 6329, 6344 and 6371.

These complaints referred specifically to the fact that double parking of automobiles on 22nd Street at quitting time made it difficult for employees to cross the street.

This matter was given publicity in the Microphone in an attempt to eliminate the hazard. An actual photograph of the rows of automobiles parked was published, and an appeal was made to employees requesting that they urge their relatives and friends to meet them at some other convenient location. The aid of Cicero police officers was enlisted to keep drivers moving who attempted to park their cars in double rows. Further publicity will be given this matter both in the Hawthorne Microphone and the Accident Bulletin with the hope of eventually eradicating the practice.

We have learned from our observations that although the automobile traffic is heavy at quitting time, drivers and pedestrians alike use considerable care.

Comment No. 36 - Noise a Strain on the Nerves.  
3 Men, 2 Women. Assigned to [REDACTED]

Although there is some evidence that noise interfered more or less with the efficiency of a worker, there are very few people who cannot adapt themselves sufficiently so that their nerves are not seriously affected. Any case of nervous disorder should be investigated by the Medical Division and the Personnel Division interested, since there is probably some other factor, such as physical impairment or dissatisfaction with the work, which is causing the complaint.

One complaint was received from each of the following departments:

- 6319 - Paper Condenser Department,
- 6333 - Drill Press Department,
- 6338 - Punch Press Department No. 2,
- 6371 - Theatre Equipment Department,
- 9326 - Woodworking Department.

It is interesting to note that the Paper Condenser Department 6319, is not especially noisy and the Theatre Equipment Department is one of the quietest in the Plant.

Comment No. 37 - Delivery of Milk Hazardous.  
at Noon Hour. Assigned to [REDACTED].

There was one complaint made by a man employee which evidently concerned the practice in 1929 of allowing several employees to leave the Plant a few minutes before the noon hour whistle blow and purchase milk from a milk wagon on 22nd Street. As the employees were returning to their departments carrying trays of milk, they would encounter others on the stairways going out to lunch. This condition has since been eliminated by allowing authorized individuals to leave their departments fifteen minutes before the noon whistle blows so that they can return with the milk before the congestion occurs.

Comment No. 42 - Should have a First Aid Kit in the Department.  
3 Men, 0 Women. Assigned to [REDACTED].

In order that each employee may receive expert medical treatment for any injury, a central emergency department with competent doctors in charge is operated in connection with the Plant hospital. This is intended to avoid the possibility of inexperienced first aid treatment resulting in serious complications. However, in cases of severe injury, there may be need for immediate treatment to prevent undue pain or loss of blood. In order to take care of such emergencies, first aid kits, containing two packages of vivo swabs, one tourniquet, one

pair of scissors, one two ounce bottle of antiseptic oil, five packages of 2½ inch by 3 feet bandages and six 3 inch by 3 inch compresses, were authorized about two years ago for use in shop departments. More recently, First Aid Stations with a trained nurse in charge, have been established at the Cable Plant, 26th Street, and outlying Plants; a larger First Aid station with a doctor in charge is located in Building 29-3. Arrangements have also been made with physicians living in the neighborhood of outlying Plants, so that they may be called to take care of any cases which require a physicians attention.

Comment No. 49 - Should have Goggles.

4 Men. Assigned to [REDACTED].

Step-by-Step P.B.X. Wiring Department 6348.

Two comments were made by employees of this department, complaining that employees should wear goggles while performing soldering operations. This has been directed to the attention of the Operating Branch Safety Supervisor.

Foundry Department 5350.

There was one comment made concerning employees who needed prescription lens goggles. U.S.I. 29.16-11, gives the necessary information as to who shall be furnished with this type of goggle. The foreman is familiar with this instruction.

Rubber Department 7597.

One complaint was made by an employee who claimed he needed goggles. Since 1929 all press operators in this department have been supplied with goggles and supervisors will supply a pair to any employee requesting them.

Comment No. 50 - Mask or Respirator Objectionable to Wearer,

Not Effective, Causes Skin to Become Tender.

6 Men, 0 Women. Assigned to [REDACTED].

A careful study of various type of respirators is now being made by the Manufacturing Development organization, in an effort to find the type of respirator which will be best suited to each type of job on which respirators must be used. Attention is being paid both the effectiveness of the respirator and the comfort of the wearer. When this study is completed, a specification will be written which will designate the type of respirator to be worn on each type of job.

Comment No. 51 - Standing or Walking All Day or Night

Injurious to Feet or Health.

8 Men, 8 Women, Assigned to [REDACTED].

There is no reason for supposing that an occupation requiring employees to be on their feet continuously is generally unhealthy. If an employee feels that his physical condition is such that it is inadvisable for him to be on his feet all day, his supervisor should send him to the hospital for an examination. If this is confirmed, arrangements should be made with the Personnel Division to have him transferred to suitable work.

Comment No. 52 - Spit is an Accident and Health Hazard.  
3 Men, 9 Women. Assigned to [REDACTED]

The problem of spitting on floors and stairs and in waste baskets has been carefully studied by the Safety and Health Division. A series of posters on various phases of plant cleanliness is being prepared. Two of these posters have already been used. Others will appear in the future. Arrangements were made with the janitor service to have a check made to determine in which organizations employees were spitting in waste baskets. Memoranda were written to the supervisors of those organizations where there was evidence of this practice, asking them to call the attention of the employees to the need of exercising care in this matter. Microphone propaganda, including articles and a cartoon, has also been used.

One of the Operating organizations has originated a Housekeeping contest between its various departments. Each month the departments are graded and the department having the highest rating is given a suitable award. Each employee who chews tobacco, is given a small cardboard box filled with sawdust. Anytime he spits on the floor instead of the box he must clean up the resultant spot.

Comment No. 54.- Operator Treats Minor Cuts and Scratches  
Himself - Keeps Bottle of Iodine Handy at  
Machine. 1 Man - 0 Women. Assigned to [REDACTED].

The company rule that all injuries are to be reported immediately so that the injured person can receive proper treatment, should be strictly enforced. Even though the operator feels competent to treat himself, he should follow the regular routine, because of the effect on his fellow employees and also because the company assumes responsibility for accidents and therefore should be assured that all precautions have been taken to prevent serious complications.

The importance of this has been stressed continuously in the Accident Prevention Bulletin and was also the subject of an article on infections in the Microphone. There is no legitimate reason for any departure from the established routine.

[REDACTED] Secretary.

AR-115

Copies to:

[REDACTED] - 6078  
[REDACTED] - 6078-1  
[REDACTED] - 6078-2  
[REDACTED] - 6078-3  
[REDACTED] - 6078-1  
[REDACTED] - 6078-1  
[REDACTED] - 6078-2  
[REDACTED] - 6078-3  
[REDACTED] - 6088

THIS COPY IS [REDACTED]



*Byron*  
The ninth meeting of the Safety & Health Division was held on  
April 23, 1931.

Members Present

[REDACTED] - Chairman  
[REDACTED] -  
[REDACTED] -  
[REDACTED] -  
[REDACTED] -  
[REDACTED] -  
[REDACTED] -  
[REDACTED] -

**DON'T DISCLOSE IDENTITIES**

Employees of the University of Wisconsin - Milwaukee are  
warned on this matter. It is the policy of  
the University to protect the privacy of  
employees involved by substituting fictitious names, or  
code Department names.

6076-3  
6076-1  
6076-2  
6076-1  
6076-1  
6076-1  
6076-2  
6076-3

REPORT OF INVESTIGATIONS ASSIGNED AT LAST MEETING

Comment No. 38 - Condition of Equipment Dangerous.  
1 woman, 10 men.  
Assigned to [REDACTED]

Departments 6311, 6316, and 6322.

There were three comments made regarding the bad condition of the sheet  
iron covering on shop benches. An inspection of the table tops in these  
departments indicates that they are now in good condition.

Loading Coil Assembly Department 6321.

Two complaints referred to loose nails in the wooden boxes used for  
storing apparatus under the present program. These boxes receive periodical  
inspection by the Production Branch and necessary repairs are made when  
necessary. Replacement of these boxes by metal containers is made whenever  
the wooden boxes are considered obsolete.

Relay Coil Winding Department 6326.

There was one comment made by a woman employee to the effect that the  
piece parts were dirty. A recent investigation shows that under present  
conditions there is no basis for this complaint.

Japanning Department 6345.

One employee complained that the machinery was dilapidated, and that  
parts of equipment were held together by wire. About one year ago the old  
machinery and equipment was replaced with automatic feeding and spraying  
equipment. A recent investigation of the machinery and equipment revealed  
that everything is in good condition.

Canceled Wire Department 6315.

The complaint referred to the poor and unsafe condition of the ladders.  
Department 6315 is responsible for the maintenance of this equipment. They  
agreed that in the year 1929 some of the ladders might not have been repaired  
as often as necessary. A recent inspection of the ladders, however, indicates  
that they are in good condition.



Theatre Equipment Department 6371.

One comment referred to the soldering iron holder as a burn hazard, due to the solid sheet metal construction. During 1939 a new style of holder, with a perforated sheet metal guard, was designed. Due to the large production schedules, it was impossible to make the new holders in sufficient quantities to meet the demand until the middle of 1939. The new holders have eliminated the burn hazard.

Stranding Department 6382.

One employee criticized the design of the racks for storing spools containing short lengths of wire. Upon investigation it was observed that the racks served the purpose satisfactorily from a safety viewpoint.

Switchboard Cable Department 6391.

One employee complained that the burrs on the periphery of the metal reels were hazardous. Recently a more thorough inspection has been instituted on metal reels to eliminate the possibility of employees receiving scratches from the reels.

Comment No. 40. - Stock Piled Unsafely.

11 Men, 5 Women.

Assigned to [REDACTED]

Departments 6321, 6339, 6343, 6349, and 6357.

Employees in these departments remarked about poor housekeeping, overcrowded benches, and careless stacking of stock pans. At the time these interviews were made Hawthorne was operating at capacity, shop aisles, areas around elevator shafts, and other unusual places were utilized for the parking of trucks, stacking of trays and storing of materials. Now congestion has been eliminated and good housekeeping and well ordered storage space is in evidence. Comments from Department 6357 related to overloaded benches and lack of floor space, which unsafe conditions have been taken care of by the addition of building 28-4 to this department. Although Department 6357 has a larger personnel and is producing more today than in 1938 the work has been redistributed to include the new building and congestion has been relieved.

All other comments had to do with the unsafe stacking of pans. Inspection of departments concerned revealed that containers are now stacked safely and in an orderly manner and foremen and assistant foremen assured the investigator that this is insisted upon as an important factor in the program of good housekeeping and accident prevention. When stacked for any length of time, old type shop pans are tiered or end tied together by boards, which support the pans solidly.

The general drive for good housekeeping throughout the Works is exemplified by the good housekeeping contest which is being conducted by the departments in Sub-Branch 6305. Poster and Accident Bulletin publicity also has been directed toward cleanliness, order, spring housecleaning, and good housekeeping.

The Manufacturing Planning Branch has developed a metal stacking tray to replace the old type pans and boxes. Five types of the container will replace the 128 types now in service and eventually all containers under 35" in length will be of metal construction. The new container is rectangular in shape with sides perpendicular at the bottom and has a shoulder at the inside top edge which supports the tray placed upon it. It is of welded construction throughout and the standard 5/16" handles are attached by sleeves securely welded to the ends of the box. Replacement of the old by the new type container was begun in 1928 and approximately 100,000 of the new have been placed in service to date. About 150,000 old type pans are still in service, and it is believed that replacement will be complete in 2 or 4 years. The new containers make possibility of accident due to falling pans remote as they rest securely on the shoulders and stack perpendicularly from the floor. Their rectangular construction contributes to stability. With proper maintenance this development of the Manufacturing Planning Branch should remedy the situation.

It is the business of truckers to inspect pans and containers which they handle and to send any needing attention to the storeroom where they are inspected and repaired before being sent out again.

Comment No. 41. Fire Prevention Inadequate.  
Dangerous, or Unhealthy.  
10 Men, 1 Woman.  
Assigned to [REDACTED]

Departments 6316, 6322, 6327, 6335, 6345, 6356, 6371, 6395, and 6396.

Comments ranged from the conviction that Pyrene Extinguishers should not be used in the Works because they give a poisonous gas, to a complaint made by a woman employee that she was so hurried in fire drill that she became overheated.

While the carbon tetrachloride from Pyrene extinguishers does produce a gas when it comes into contact with flame, fire is an emergency matter and requires quick, positive action with a good extinguisher. Pyrene has proved satisfactory for use at Hawthorne and the opinion is given that but a small amount of gas is generated which immediately disappears when the fire sector is aired out. There is no record of any one's having suffered ill effects from the use of this type extinguisher. As to lack of a sufficient number of fire extinguishers in some departments, these responsible pointed out the entirely adequate protection system. In no spot, with the exception of 3 or 4 buildings with special accommodations, can a fire start without being within 15 feet of a sprinkler head, 40 feet of a water pail, and 65 feet from a fire hose. Heads of the departments from which these comments came have been advised to request fire extinguishers if they think it necessary.

Publicity has been given the matter of fire drills and M.D.I. 75.10 12 states that drills should be held by the head of the largest organization in a building at least once a month. In addition to this, the regular inspection organization holds surprise drills frequently.

When the unfavorable comment on Roman Avenue was referred to the Works Inspection Department, they pointed out that that plant as well as the other plants is inspected regularly by a representative of the City Fire Department, a representative of the Department of Labor, and an insurance re-

representative. These checks upon our own inspectors should serve to insure entirely reasonable fire protection.

Comment No. 45 - Safety Shoes Unsatisfactory

13 Men. Assigned to [REDACTED]

Complaints were made that safety shoes were heavy, failed to give reasonable service, and hurt the feet. Development work on the quality and distribution of shoes has been intensive since these complaints were made and a vastly improved shoe is the result. Safety shoes are heavier than the ordinary street models, which weight is, of course, most noticeable in the oxford, but the weight is due as much to sturdy materials and construction as to the safety toe cap. The toe box material has been developed to a point where it is non-inflammable and practically impervious to moisture and oil. Every reasonable provision has been made for increased durability and comfort by the preparation of specifications calling for the very best in materials and workmanship.

Complaints about shoes being uncomfortable, causing blisters, pinching toes, causing callouses on the soles of the feet, at caters are not uncommon. Investigation of complaints made by persons whose shoes "hurt their feet" revealed that they had deliberately disregarded the advice of our storekeeper as to size requirements and wore, from vanity or perversity, wearing shoes actually too small or too large. In most complaints about safety shoes the trouble is due to a correctable but uncorrected condition of the foot or incorrect fitting rather than to any fault of the shoe itself. In July, 1930, Scholl fitting equipment was installed in our storeroom, with the aid of which equipment shoes are accurately fitted and any deformities or abnormalities of the feet are brought to the employee's notice for correction. As a further means of securing more comfort to wearers of safety shoes, 2 storekeepers in charge of the safety shoe storeroom were recently sent to the Dr. Scholl School of Orthopedics for training in the care and fitting of the feet. These measures have reduced complaints about safety shoes greatly and with continued development work on the construction of the shoe itself the presumption is that eventually such complaints will be reduced to a minimum.

[REDACTED] Secretary.

AM-KC

Copies to:

- 6078
- 6078-1
- 6078-2
- 6078-3
- 6078-1
- 6078-1
- 6078-3
- 6088

MINUTES OF MEETING OF NOVEMBER 12, 1930  
WITH SUPERVISORS OF THE HOSPITAL DIVISION

Members Present

[REDACTED] of the Medical Division and [REDACTED] of the Hospital Division with approximately eight women supervisors of the Hospital Division.

Material Presented

1. Description of the growth of analyzation.
2. Description of methods and mechanics of analyzation.
3. Outline of facts indicated by subject and substance analysis.
4. Possibilities for new studies in material derived from employees' interviews.

The foregoing talk occupied approximately forty-five minutes. At this time copies of the substance analysis on "Hospital" were presented to those present. From this time on the Chief of the Hospital Division led the discussion.

Impressions

Little or no response was made by the women present. The reaction to the comments and discussion seemed to be almost entirely of a defense nature. However, so little part did the general group take in this discussion that it was not possible to accurately judge their individual reactions. The question of follow-up meetings was not discussed, but the division chief stated that they would probably have such a meeting at a later date, which was left open.

[REDACTED] - 6088-4.

FEB:EL

MINUTES OF MEETING OF JANUARY 14, 1931  
WITH SUPERVISORS OF THE HOSPITAL DIVISION

Members Present

[REDACTED] and twelve women supervisors.

Material Presented

No additional material was presented.

Impressions

All of the discussion took place between [REDACTED]  
[REDACTED], [REDACTED], and [REDACTED]. Absolutely nothing  
was offered by any other member of the conference. All dis-  
cussion was of a defense nature. Little or nothing constructive  
came from this meeting. There was no intimation that further  
meetings were to be held.

This meeting lasted approximately one and one-half hours.

[REDACTED] - 6088-4.

FEB:EL

MINUTES OF MEETING OF NOVEMBER 21, 1930  
WITH SUPERVISORS OF THE SERVICE DIVISION

Members Present

Approximately twelve members were present; divided between men and women.

Material Presented

No additional material presented.

This meeting was turned over to the group for an informal discussion which followed with no urging on the part of the leader. Various comments were discussed, and one main point brought out in this meeting was the fact that the responsibility of the Service Division extended to the successful termination of a case, even though it necessitated following it through the entire organization, even so far as the Works Manager and into the home itself.

Impressions

This group seemed to be entirely in accord with our ideas of the use of this material for their benefit. There is complete absence of any defense reaction. While the response of the women members of the group is very little, they seem to be very much interested in the discussions and from comments outside of the group we receive the impression that they feel a great deal of benefit from them.

It was again suggested at this meeting that Supervisors' Conferences could help a great deal by covering concrete subjects in connection with welfare work.

 - 6088-4.

FEB:EL

MINUTES OF MEETING OF NOVEMBER 24, 1930  
WITH EXECUTIVES OF THE HAWTHORNE CLUB

Members Present

[REDACTED], [REDACTED], several members from the Hawthorne Club Evening School, Hawthorne Club Stores, [REDACTED]'s organization, and several members of various committees - approximately fourteen people in all.

Material Presented

1. Description of the growth of analyzation.
2. Description of methods and mechanics of analyzation.

This talk had occupied approximately thirty minutes. At this time, one of the members of the Club pointed out that it was necessary for many of this group to be back on the job at three-thirty, and suggested that they were not interested in the abstract values of substance analysis or general description of uses to which this work might be put and suggested that it would be well to discontinue the talk and present them with the substance analysis at this time, which was done.

Impressions

The impression was that the group in general was very much interested in the discussion. This was also intimated in conversation after the meeting had closed. However, the position of the individual who had suggested the discontinuance of the talk necessitated the acquiescence of the general group. A short discussion of the analysis was indulged in mainly for the purpose of acquainting them with its general make-up. The meeting was closed with no suggestion of further follow-up.

Since this meeting, [REDACTED], Chairman of the Membership Committee, who was not present at the meeting, requested twenty-five copies of the substance analysis on "Club Activities" for use among the members of his committee. These have been forwarded to him.

[REDACTED] - 6088-4.

FEB:KL

MINUTES OF MEETING OF NOVEMBER 21, 1930  
WITH SUPERVISORS OF THE EMPLOYMENT DIVISION

Members Present

[REDACTED], [REDACTED], and a mixed group of twelve supervisors, section chiefs and department chiefs, evenly divided between men and women.

Material Presented

1. Description of the growth of analyzation.
2. Description of methods and mechanics of analyzation.
3. Outline of facts indicated by subject and substance analysis.
4. Possibilities for new studies in material derived from employees' interviews.

The foregoing talk occupied approximately fifty minutes, which was followed by a brief discussion of the analysis of "Welfare" comments presented at this time.

Due to lack of time and inclination on the part of the members of the group, little or no discussion was indulged in at this time. However, it is the plan of this group to hold further meetings, which will be arranged for at a later date.

[REDACTED] - 6088-4.

FEB:EL



MINUTES OF MEETING OF DECEMBER 1, 1930  
WITH SUPERVISORS OF THE EMPLOYMENT DIVISION

Members Present

Supervisors of the Employment Division and the interviewing staff.

Material Presented

Several members of the interviewing staff, who were not present at the first meeting and had not received the complete talk usually given to a group before discussing comments, were present at this meeting which necessitated a short outline of probably five or ten minutes of the previous talk.

Impressions

This group entered into discussion very freely and seemed to be very much interested in the expressions by employees. There was considerable defense reaction, but as a rule the group themselves ironed this out, although repeatedly members expressed the idea that the comments on employment were in general rational on the part of the employees. However, the leader was impressed with the free discussion on the part of both the men and women and the amount of interest shown in general.

This group also expressed the opinion that a great deal of missionary work could be done by the supervisory training group in spreading knowledge of employment policies. Comments No. C-18 and C-24 brought out the discussion on this point.

The third meeting has been arranged for on December 8th.

[REDACTED] - 6088-4.

FEB:EL

MINUTES OF MEETING OF OCTOBER 31, 1930  
WITH SUPERVISORS OF THE SERVICE DIVISION

Members Present

A mixed group of approximately fifteen supervisors in the Service Division, including the superintendent and assistant superintendent.

Material Presented

1. Description of the growth of analyzation.
2. Description of methods and mechanics of analyzation.
3. Outline of facts indicated by subject and substance analysis.
4. Possibilities for new studies in material derived from employees' interviews.

The foregoing talk occupied approximately fifty minutes. At this time copies of the substance analysis on "Welfare" were presented to those present. About ten minutes was occupied in the discussion of individual comments primarily for the purpose of acquainting the group with the contents and method of locating and correlating various topics for comments.

Impressions

This group received the talk quite attentively and appeared to be very much interested in the substance analysis, and of their own initiative requested follow-up meetings and time was set for the following week with the request that this organization again be represented.

 - 6088-4.

FEB:EL

MINUTES OF MEETING OF NOVEMBER 7, 1930  
WITH SUPERVISORS OF THE SERVICE DIVISION

Members Present

Approximately fifteen supervisors were present - from section chiefs to division chief.

Material Presented

No additional material was presented.

This meeting was turned over to the group for an informal discussion, which followed with little or no urging upon the part of the leader. Various comments were discussed and discussion seemed to be entirely on the fact that employees' comments were of very great benefit to the Service Division people, whose function it is to administer welfare policies, as an indication of reactions to their contacts with employees.

Impressions

Prior to this meeting it was felt that the second meeting would probably develop to a great extent a defense reaction in the members of the group. The surprising item in this meeting was practically the entire absence of the expected defense reaction. All criticism seemed to be of a constructive nature. It was suggested that a course of training for general supervisors should be outlined for use in the supervisory training conferences.

In one case a member of the group cited a comment which was representative of a fairly large classification of comments, and remarked that this was something which he himself had been saying to employees for several years and had never realized that any unfortunate impression could be drawn from it, but now realized that this was possible and could see plainly that some other method of pressing his point could be used which would avoid the wrong impression being carried away by the employees.

It was intimated that a number of the comments pointed to the fact that employees being sent to the Service Division from the Hospital for an investigation of Company accident cases were told to go to the Pay Roll Building, which in many cases gave employees the impression that possibly they were being sent to the Pay Roll for their final check. This impression sent them to the Service Division with a distinct feeling of fear as to what was coming. After a consultation in cooperation with the Hospital Division, it has been decided that the Hospital people will now tell each employee to report to an individual in the Service Division rather than to Gate 1 or to the Pay Roll Building.

- 2 -

Altogether this group seemed to realize that the majority of the comments, favorable and unfavorable, were the outgrowth of some psychological factor which affected the individual in his dealings with the Service Division, and that they must be very careful to avoid anything which might allow an employee to carry away an unfortunate impression.

 - 6088-4.

FEB:EL