

### B. COOPERATION OF MANAGEMENT AND WORKMEN

Through the Planning Departments, acting as intermediaries, the management assumes its share of the work, first by studying conditions of operation and by preparing the daily task of the workman; next by preparing for their role of instructors the officers who should no longer be considered as charged solely with the duty of discouraging idleness but of teaching the workmen the best methods, guiding and encouraging them.

It is often worth while to listen to the workman who suggests an improvement and to recompense him if the procedure or implement proposed constitutes a real advance and may be adopted officially after having been examined and tried.

### C. VARIOUS BONUSES AND REWARDS

By analogy with the provisions of Article 18 of the decree of February 26, 1897, prizes may be awarded to the entire personnel of military plants (military, civil, feminine personnel, colonial workmen, foreign laborers.)

These prizes, which should not be confused with the bonuses for work enumerated in Chapter 5 following, should be considered as rewards granted for exceptional reasons and to recompense progress due to the initiative of the workmen and foremen.

The heads of plants will find in their application a powerful means of encouraging initiative. But we must not lose sight of the fact that, in order to be efficacious, these rewards should be in proportion to the economy realized. This should be calculated or at least estimated, and a statement attached to the recommendation for reward.

The recommendations for reward shall be addressed to the Secretary who will decide, in each case, the amount of the reward to be granted.

Moreover, the heads of plants and their associates who will have particularly distinguished themselves, either through results obtained in the industrialization of the plants or through work having the same object, may be recommended for rewards provided for in Article 277 of the present Administration. (B. O. E. M. Vol. 74.)

Competent divisions of technical inspection shall be charged with deciding upon these recommendations.

Account will be taken, of course, of services of this kind in passing upon recommendations affecting the career of the officers.

### D. OFFICER GROUPS. THEIR FORMATION

In order that the scientific organization of the plants may produce the results that we have a right to expect, the officers should be familiar within the limits of their authority with the new methods and conditions of work, and should be competent to teach the workmen in coöperation with the Planning Departments as the new organization of the work develops.

The heads of departments will have to look for the most apt elements in the personnel under their direction and give them, as soon as possible, under determined conditions, the necessary instruction.

Each department of the Central-Administration shall arrange the details to be adopted to assure the moulding of officer groups in the plants.

### E. STABILITY OF PERSONNEL

The advantages of stability in the management and officer groups need no longer be demonstrated. Without this condition, no lasting, speedy or complete result can be realized.

As to the stability of the personnel of the workmen, this is one of the essential conditions of specialization.

A workman, even a very apt one, does not execute his task with a satisfactory result except after an apprenticeship of a certain duration.

This suffices to show how frequent changes in personnel means serious losses.

The reduction in efficiency of military plants due to labor turnover is so grave that we should not hesitate to take, without delay, the most efficacious measures to remedy it.

The attention of the generals commanding districts is called to the following points:

1. To assign to plants where the need of industrialization is felt to be most imperative the personnel which presents the greatest guarantees of stability such as:

Men of the Auxiliary Service of the Territorial class.

Men belonging to the Army but not eligible for Army service.

2. To assign men only to employments in accord with their trades and place them at once, as far as possible, near their homes, in accordance with directions of the circular of February 14, 1916, No. 934 D.

3. An important cause of instability results from the granting of delays in being called to the colors or from placing the military personnel of the Departments and works of the Ministry of War at the dis-

posal of the Ministry of Munitions.

It seems worth while to recapitulate here the regulations in force to safeguard the operations of these Departments and works.

### I. Personnel Released for the Advantage of Munitions Plants.

Ministerial Instruction No. 2492 1/11 of February 10, 1917 (1) determines in paragraph 1 the three categories A, B, and C, (page 2), in which specialized workers can be listed as regards the possibility of placing them at the disposal of the Ministry of Munitions as well as the conditions under which the district commanders must defer to the orders of this minister.

1. Professional workers who discharge in the Army work pertaining to their specialties. (Category B).

The commanders of districts should not lose sight of the obligation resulting from the terms of this circular of insuring the replacement of specialists of category B and keeping them at their posts until their substitutes are broken in. This breaking in should, in general, be accomplished in a few days. In exceptional well defined cases, when it may require a longer period of time, the man released (for this service) may be retained for the maximum period of a month.

In no case can this maximum be extended.

2. Specialists the retention of whom is absolutely necessary to the operation of the service in which they are employed. (Category C).

These specialists, whether they are retained by virtue of articles 3 and 4 of the law of August 10, 1917, or whether they are regarded according to the replacement plan as personally indispensable should not, as a general rule, be withdrawn into the service of the Ministry of Munitions.

### II. Deferred Classifications for the Benefit of the Economic Life of the Country.

Guarantees of stability in the personnel of the Military Plants are contained in the following documents:

- (a). Circular No. 4422 4/12 of February 4, 1916.

- (b). Circular No. 14960 2/4 of March 8, 1916.

(1) Supplemented by the Information Leaflet of August 20, 1917, No. 16627 1/11 and the appendix of October 15, 1917, No. 23757 1/11 and the circular of January 18, 1918, No. 1565 1/11.

- (c). Circular No. 2252 7/5 of February 9, 1915.

- (d). Circular No. 9872 7/5 of July 14, 1917.

- (e). Decision No. 79280 S/H of November 26, 1917.

According to the terms of the above circulars, no soldier belonging to the Engineer Forces or to the Aeronautic Units can be put in the deferred class or withdrawn for factory work without a special authorization given either by the Under-Secretary of State for Aeronautics or by the Minister under the authorization of the 4th Bureau.

As to the Commissary Department, it is to be recalled that, except in the case of release, a request for assignment or deferred classification from a baker of a Station-Store should not be granted except after the decision of the Under-Secretary of State.

Moreover the personnel assigned to the canteen cannot be subject to change without as a necessary preliminary provision for its replacement.

In all cases, substitutes should be secured before the release and in time to effect the "breaking in" within a fortnight at most.

These conditions of release and substitution should be applied rigorously to all specialists and when necessary to all specialized workmen.

### V.

#### BONUSES

##### A. BONUSES FOR PRODUCTION

(a). Conditions to be Satisfied by a System of Bonuses for Production.

In order that bonuses for work fulfill effectually the purpose for which they are designed, they should satisfy certain conditions:

1. To have as justification economy effected by a reduction of cost price through increase of production without increase of plant or through reduction of personnel in cases where there is no need to increase production;

2. To divide this economy between the workman and the State, in general, equally, this proportion being possible of change to the advantage of the workman by ministerial authorization;

3. To be possible of award to different categories of workmen (skilled or not) working in the same place;

4. To be in keeping not only with the occupational status of the workman (for which we can take as guide the wage that he receives in private life) but