

**DONT DISCLOSE INFORMATION**

From the beginning of the study, the names of the persons under study have been kept confidential. It is your responsibility to carry on this policy. Do not disclose the names of persons involved by substituting fictitious names, or code symbols for real names.

PENNOCK'S ADDRESS TO  
RELAY ASSEMBLY OPERATORS  
BEFORE STARTING STUDY

1927  
1932

Retyped in 1932

Conf. <sup>had</sup>

DON'T DISCLOSE IDENTITIES

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CONFERENCE WITH RELAY TEST ROOM GROUP BEFORE STARTING THE STUDY

First, <sup>we</sup> told them briefly about the Illumination Test, and <sup>how</sup> referred to the fact that we <sup>had</sup> found employees generally hesitant about answering questions frankly, and also found an indication of timidity. *Although we could appreciate their reticence and timidity, nevertheless*

*me*  
*paraphrase*  
We felt that there ought to be some means whereby management and employees could discuss their problems frankly, and that we had decided to set up a small test group and see if after a reasonable period such a condition could not be established. We outlined a series of questions that we had in mind as ~~covered by the six original questions~~ but told the operators that we had no very clear notion of just what might come out of the test but were willing to get started and await developments.

We told them that we had in mind trying out several changes in working conditions, such as rest periods, lunches, the various lengths of working days and weeks, - and that any changes of this sort would be discussed with the operators with the idea of getting their thoughts and comments before making the change. We assured them that we would tell them all we ourselves knew about the results as we went along - in other words put all our cards on the table - and the employees were requested to be equally frank with us.

We told them that there might be changes made in working conditions which would be beneficial or desirable from the employees' point of view, and in such cases if they were practical there was no reason why the Company should not be willing to make them, as it was our feeling that any change resulting in greater satisfaction of employees would benefit both the employees and the Company, disregarding any change in production rate.

The group were assured that the test was not being set up to determine the maximum output, and they were asked to work along at a comfortable pace and particularly not attempt to see how much they could possibly do. If increased output resulted from better or more satisfactory working conditions both parties would be the gainers, but we assured them that no attempt would be made to force up production.

We told them that we had no idea how long the test might run; perhaps six months or longer; but the length of the test would be determined by the results. Finally, we assured each girl that it was not necessary for her to join the Test Group if she had any hesitation about it. Each girl was asked to express her feelings and all of them decided to try it out.

GAP-EM