

RECORD OF OBSERVATIONS
BANK WIRING TEST ROOM
VOLUME I
November, 1931 - January, 1932

129 pp.

CONFIDENTIAL — For Private Distribution Only

BANK WIRING TEST ROOM

Record of Observations

VOLUME I

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 symbols for real names.

SUMMARY OF

~~CONFIDENTIAL~~ OBSERVATIONS
WEEK ENDING 11-13-31

The group, consisting of nine wiremen, three soldermen, and two inspectors, were moved into the test room, with almost no disorder. The men were assigned to positions which corresponded as nearly as possible to the positions which they occupied in the department. The location of the half bench in the front of the room, made it necessary to reverse Operators 1 and 2. Operator 2 objected to the position assigned him. He told [redacted] that he worked better at the end of a bench so the change was made over Operator 1's objection.

We notice in general throughout the first day that the group seemed very quiet. They did not laugh or sing, and they talked very little. When they did, their conversation consisted of only a few words. This was a contrast to their behavior in the department. Their particular group made more noise than the balance of the department. They seemed to feel free to do about as they pleased.

A pronounced apprehension was noticed directed toward the Foreman. The group became absolutely quiet whenever he entered the room and they seemed to watch him as he moved about. Whenever he talked to one of the workers, those about him made an effort to overhear the conversation. This attitude was not evident in the department. He moved about there without arousing any particular interest. In fact, they did not seem to pay much attention to any of the supervisors.

There also seems to be a certain apprehension directed toward the observer. This attitude seems to be similar to their attitude toward the Foreman. We noticed that whenever the observer left the room, that the noise seemed to increase and as soon as he opened the door to re-enter, they all became quiet. Any loud noise, a laugh, a whistle, dropping of a spool of wire or solder, seemed to cause embarrassment to the one who made the noise and several of the others would glance over their shoulders toward the observer. The workers in the front of the room talked occasionally, but they did so without looking up from their work. Whenever the observer walked toward them, all of this conversation seemed to stop. The tension seemed to lessen somewhat toward the middle of the week. They began to talk louder. Occasionally someone would laugh. With each unusual occurrence, they seemed to be waiting for something to happen. Finally They began to sing and whistle. They sing the same song over and over. At times this is very annoying. A solderman was sitting in the observer's chair one morning, and when we entered the room he jumped up as we opened the door. Then we asked him why he jumped. He said, 'I thought you were [redacted]'. This answer was not true, but he seemed relieved at our attitude. Tuesday the group chief sat at the observer's desk. He said, 'I am going to be a big shot for a while.' During the week the workers and the group chief frequently asked the observer to make decisions. We sent the workers to the group chief and told the group chief to run the job the same as he would if it were in the other room. Toward the end of the week, the group chief seemed to be assuming some of the necessary

RF

authority.

There appears to be a general unrest in the new environment which is expressed in dissatisfaction. Monday morning the group seemed to experience difficulty in keeping their attention on the job. They were bothered by any number of distractions such as the supervisor or the observer entering or leaving the room and complained that the lights were poor and that the ventilation was not good. They continually opened and closed the windows and the door. The lockers were not definitely assigned. Several of them had mild arguments. The Group Chief finally said that he guessed he would have to assign lockers. We heard no more of the argument after that. Operator 1 and 8 believed that the whole group would be wearing glasses if they worked in that light a year. The group asked repeatedly when we were going to get the footrests under the benches, the time clock for them to punch, and the lights fixed. They also complained about wire. It seems that several weeks ago, the skinning machine was out of order and a poor batch of wire was turned out. The supervisors are trying to get the men to use this up. The supervisors claim that this wire is about gone, but the group believes that all of this bad wire is being sent to them.

We listen carefully to all of these complaints and ~~encourage~~ encourage each one to describe their difficulty. Occasionally we ask them to suggest a change. For the most part, ~~they have not come up with any suggestions~~ *then thinking is confused for they* and had no ~~suggestions~~ ready, except on the question of light. They generally believed that indirect lighting such as they have in a department on the fifth floor would be better. Toward the end of the week, these complaints became less insistent and they seemed to be working more nearly as they did in the department. Operator 1 and 8's dissatisfaction was still being expressed in a lower production.

Porterage is not the same as it was in the department. The empty boards are not ready when the men need them, the truck containing completed units is often full, and the group ~~has~~ had to go in the other department several times for insulators, wire, etc. The porter complains that he makes seventeen to twenty trips a day. There has always been a shortage of twenty-two A banks during the entire week. This makes it necessary to wire the top row of banks first. The taller men do not like this as it causes them to "work low all the time."

SUMMARY OF OBSERVATIONS
WEEK ENDING 11-19-31

The group attitude previously described as being directed toward the Foreman apparently remains the same. As one said the other day, "Gee, how quiet it gets when [redacted] comes around."

The apprehension described as directed toward the observer seems to have been dissipated considerably in the rear of the room. It seems as though it is being replaced by a more friendly, more cooperative attitude. There is a sign of some interest in our study and occasionally one of the operators tries to assist us by telling the level that he is wiring when we take the production count. Operators 1, 2, 3 and 4 have ~~remained~~ not changed.

It seems that the group in general has relaxed. They work more nearly as they did in the department. We believe that they are making even more noise than they did before. There is also a lot of good natured kidding going on. Friday, Inspector 1 poured perfume over S1, 2, and the trucker.

The Foreman has provided boxes of sawdust for the men to spit in. He says that all the operating General Foremen are against it, but he sees no harm in it. He would like to see if he could get away with it in the test room. The Foreman seems preoccupied about keeping the place clean. He comes into the room two or three times a day to see that everything is in order. It may be possible that he expects visits from the upper management.

Mechanical Problem

The portage in the test room is still inadequate. ^{There are} ~~also~~ not enough 21A banks to keep the group busy. ^{PP} The Group Chief seems to be assuming more authority, although he still asks our advice before deciding a new problem.

VE
DESCRIPTION OF OBSERVATIONS
OF INDIVIDUAL OPERATORS

Operator No. 1

Relationship
1 and the Observer

Operator 1 apparently regards the observer with suspicion. He does not recognize the observer when moving about the room. Whenever he comes near the observer's desk, he keeps his eyes glued to the floor. The observer has offered several openings for conversation, but 1 usually answers in monosyllables unless he has a complaint to make.

1 and 3

Operator 1 and 3 keep up a steady fire of conversation most of the day. 1 talks to 3 continually without looking up from his work. Occasionally he glances over his shoulder. Late in the afternoon, they usually sort insulators together.

1 and S1

1 and the Solderman do a lot of kidding and they seem quite friendly. Whenever S1 leaves the room, 1 will voluntarily solder for him. If S1 has a reasonable excuse for leaving, 1 takes day work for his soldering, but if S1 is a.w.o.l., 1 makes no claim for the time wasted.

1 and the Balance of the Group

1 seems to feel that the fellows in the back of the room have an advantage over the fellows in the front as far as material is concerned. He says that the fellows back there grab all the good wire as soon as it comes in, and there isn't ever a decent roll left for him. 1 and 2 usually send the soldermen out as special messengers to bring them good wire.

Satisfaction on the Job

1 complained continually during the first week of the test room about the lights, and the general conditions under which they were working. His complaint about lights was so insistent that the Foreman suggested that we do something about them. During the second week he complained only occasionally and the last week he has said nothing, but his general behavior does indicate a change in attitude.

RF

Production

1's output has dropped noticeably since the test room started, and he is being allowed more day work than he is actually entitled to. In spite of this, his efficiency is low. We believe that this change in ability to produce is associated with his general dissatisfaction. The poor lights in his corner of the room may be involved.

RF
12/7/31

11-21

Men's Test Group.

SIGNIFICANT OCCURRENCES

Wednesday, November 25, 1931

The Foreman walked into the test room very quietly. He winked at the observer and then hurried to the front of the room. He found S1 soldering with no goggles. Their conversation could not be overheard, but S1 put on his goggles. The Foreman then left his room, but in a few minutes he was back again. He went directly down to S1 and talked to him for a little while. During this conversation, he glanced over his shoulder two or three times toward the observer. Soldering without goggles is a serious offense in the regular department. Several soldermen have received short lay offs for not wearing them. It seems as though the Foreman was having difficulty being himself in the test room.

S1 came back to 7's position. They made a date to go to a dance Saturday night. S1 spoke. "Where will we get the girls?" 7 spoke. "We can get plenty around Twenty-sixth and Crawford. You leave that to me. I will take care of that." 7 tried to turn off the heat. He is not sure which way the valve should turn, so he fools with it several times. S1 spoke. "You keep on monkeying with that and there will be a piece in the paper, Seventeen Western Electric Men and S3 were blown up. No, there would only be sixteen and one half. 6 is just an office boy."

4 again comes over and closes the windows. He seems to be quite sore about it, but he doesn't say much. 7, 5, and 3 all razz him a little bit. It is quite warm working near the radiators and the open windows throw the draft on the inside of the room. 4 may be slightly preoccupied about health.

At ten o'clock the group seems to be working well. There has not been much singing and whistling this morning.

At eleven o'clock 1 and 3 have been keeping up a steady conversation for some time now. 3 worked fast while talking. 1 turns around occasionally. Sometimes he stops work entirely. 2 does not talk much. It is difficult to tell from the rear of the room whether 2 is talking or not, as he does not change his position.

S1 is back at 7's position talking. 6 butts into the conversation with a wise crack. 8, "What woke you up? I don't suppose we will have any peace the rest of the day now that you are started?"

The group did not seem to be putting out much of an effort this afternoon. They are talking about Thanksgiving and parties. I2 is going to take Friday off and go to Iowa. About three fifteen, group chief to

RF

the observer: "How did the room look to you last Saturday?"
Observer: "I didn't notice." Group Chief: "The Foreman said that it looked like hell. I don't know what he wants. I thought it looked O.K." Observer: "What did he say to you?" Group Chief: "Nothing to me. He told the other fellow. He never says anything to me. He always tells it to somebody else." Group Chief to S3: "Hey, you. Get that brush and clean up those benches." Group Chief to the group in general: "Hey, you guys. Get those garboons put away." Group Chief to the Observer: "I don't know. Does this place look clean to you?" Observer: "I don't know. I don't see anything wrong." Group Chief: "I guess it will have to do. If the old man gets up wrong in the morning, it will be no good. He used to be crabby as hell before vacation, but since then he doesn't seem to say much. I can't understand him. You never know what he thinks?" Group Chief to S1: "Hey, you. Pull those plugs down there."

Friday, November 27, 1931

Immediately after lunch 8 ran a terminal under his fingernail and he went to the hospital. Upon returning, 8: "Well, I get a vacation now. I just went over to the hospital with my fingernail. The nurse pulled a callous from under the nail. That makes it so I can't wire for a little while. I guess I am the only one that pushes the wire on the terminal with my fingernail. I always have the nail worn down and then I always have a callous under the nail. They pulled the callous off over at the hospital, so now it will be sore for a while. I had to go over to the service too. S3 is wiring for 8."

S1 has been wiring for 2 all day. I don't know what is the matter. Soldering don't keep 2 busy. He has been around several times this afternoon with some kind of a game of chance. He collects pennies and nickels from most of the group and then in some way they determine the winner. 4 don't seem to like this. He keeps looking over his shoulder toward the observer. He has been grumbling at the inspector. The inspector is also fooling around the game.

Another clean-up. Group Chief does not seem to be as particular as he was ~~previously~~. There is considerable resistance to his order. Several of them almost refused. 6 flatly refuses. Finally after some argument, 6 says that he will clean it up after a while. Group Chief: "Do it now." 6: "I'll get it in a minute. I have something to do here. After a while I will clean it up." Group Chief: "How about your garboon?" 6: "That garboon is all right. It is clean. I just got it this morning." Group Chief: "Never mind. Throw it away." 6: doesn't throw it away and the Group Chief goes over and takes it over to the can.

11-28

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Monday, November 30, 1931

7 brought down a cameo ring this morning. He offered to sell it for fifteen dollars. 9, 6 and 8 gathered in a group to look at it. S1 came back to see what was going on. S1: "Oh, that ring is no good. You can always tell a good ring by the setting. I wouldn't give you two dollars for that." 6: "If you want good jewelry, I can show you the place. I was down to an auction sale Saturday and saw a twenty-one jewel Elgin watch go for five dollars." 8: "I suppose that was down on South State Street." 6: "Yes, that is just where it was. It was a real watch too." 7: "Did it have any works in it?" 6: "Sure it did. There was nothing the matter with it." The whole group kidded 7 about jewelry, most of the morning. He takes it good naturedly, and doesn't argue with them. Group Chief: "Where is that ring of yours?" 7: "It is in the locker now." Group Chief: "It must be a good ring if you leave it there." 7: "It is a good ring. The trouble with these guys is, they don't know jewelry. They wouldn't know a good cameo if they saw one." The group kept this sort of talk going most of the day.

Tuesday, December 1, 1931

The Section Chief appeared excited when he came into the room. Section Chief: "I guess this guy S3.....I don't think he will be around for ten days or two weeks. I guess he operated on the appendix." 7: "What is that?" Section Chief: "That is what we hear. I don't know. (To 7) Operated on the appendix." The section Chief then hurries out of the room. 7 goes to the front of the room to tell the rest of the group. They seem very much concerned for a time, but soon the group is joking about operations.

At 9:30 there does not seem to be much noise this morning.
At 9:40 several of the men are singing.

The room was very quiet. Suddenly 6 to S2: "Make up your mind." S2 is filing an iron. He looks up and can't understand. He says, "What?" 6: "Make up your mind." 5 to 6: "Shut up. You are making too much noise. S2 to 6: "What is eating you now?" 6: "Come on. You don't have to file all day." S2 and the observer finally discovered that 6 wanted S2 to solder the level he had just finished wiring.

The bank repair man just came in. 1 to 7: "Here is a guy that wants to buy a ring." 7 does not answer.

7 and 9 are trying to keep ahead of the solderman. 7 to Solderman 8: "We are going to get an hour on you if you don't step on it." S8 is trying to keep up with them. S8 to 7: "Here is a reverse." 7 does not answer. A little later on the next unit, S8: "Hey, 7, you have a B bank here with these A's." S8 to observer: "I can't get away with anything on that guy." 8 to observer: "They should try to kid me."

- 4 -

I have been here longer than any of them."

11:15: Very quiet.

Group Chief: "I run out of A banks again." 9 to observer:
"At 11:45 I am going to be through with this row." Observer, taking
out his watch, "Let's see." 9 finished the row at 11:40. 9: "Oh,
boy. Way ahead of time."

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Wednesday.
December 2, 1931.

Morning

G. C: (To obs.) "It looks as though I'm going to be short banks again today. The inspection doesn't keep that girl on there steady."

CC → Imp

11:45 4 was out of banks. 7 too.

Afternoon

3:00. 5 and 6 were asking for banks. They will be out of work soon. 5 went out into the department to see if he could get banks. The Group Chief is not in the test room. 5 came back in a few minutes without them; sat down for a few minutes without doing anything, and then got up and helped 3 wire.

5 → 3+

8 just left his own unit and is helping 9. As soon as he came over to help 9, 9 and 7 went for a drink. 9 returned in a few minutes and said,

8 → 9+
9 → 7+

"Gee, if I can get two more rows tonight, I'll be caught up."

- - - -

Two pans of banks just came in. No. 6 ran to the rear of the room to get his. 9 jumped over and took the balance of the banks and put them on his bench. 5 then came back and grumbled because 9 took the banks. 9 will not need banks for at least a half hour. 5 went back and helped 3, and then 6 came back, took the banks that 9 had on his bench and gave them to 5. 9 argued about it a little while, but he made no effort to get the banks back. 5 then started wiring on his unit.

5 → 79-
5 → 3+
6 → 9-
9 → TR
6 → 5-
6 → TR
See comment
P.S.N.

The Group Chief came in.

G.C. →

G. C: "Well, have you all got enough banks now?"

No. 9: "I haven't. I'll be out of work in a few minutes."

A.C.M. 12-2-31 Cont'd.

G. C: "Well, you're not waiting yet. I'll get some by the time you're ready." Group Chief waits awhile and then says to the observer, "I guess I've got to go and get this guy some banks. He don't do much work now, and I don't want him standing around."

8 helped 9 finish up the banks that he had and then went over and helped 7. I wonder why 8 did not work on his own unit.

GC → 79-

8 → 79+

8 → 7+

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Thursday.
December 3, 1931.

I 2 spent all of his spare time today fixing a cable for a ~~new~~ test bench. S 4, 9, and I 1 are very much interested in it. S 4 offered to ~~fix it~~ for him.
SAW THE CABLE

I 2 → Test bench
See comment 2
P 5.02
S 4, 9, I 1 → I 2, test bench

S 4 spent most of his spare time today drawing pictures. He drew quite an elaborate picture of a ship which he called "Old Ironsides".

See comment 3
P 5.
S 4 → T R +

8 brought his orange over to the observer's desk and sat down on a chair to eat it. As he finished, the Group Chief said, "Come on there, 8, you've been sitting there long enough. Get over there and go to work."

Obs 8's conversation not recorded
8 → Obs +

No. 8: "Oh, I've done enough work today."

The Group Chief then walked up to the front of the room. He returned a few minutes later and 8 was still sitting in the chair. As the Group Chief came over to him 8 got up and walked over to his unit, but he didn't do any more work.

8 → G C -

8 and 6 started to razz 9 about being lazy.

8 → 6 +
8 → 9 -
6 → 9 -
See comment 4
P 5.

No. 9: "I'm not lazy. I'm just born tired. It isn't nice to be lazy, but when you're born tired, you can't help it."

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Friday.
December 4, 1931.

Morning

S 4 is wiring in Post 8 is soldering in Post 5

No. 6: (To G. C.) "I can't wire today. I want to solder."

G. C: "Why do you want to do that?"

No. 6: "Oh, I don't feel so good. I've got a stiff neck."

G. C: "No, you can't solder. We lose too much money."

No. 6: "8 can wire for me. We won't lose anything."

G. C: "I don't think we ought to let 8 wire. He's under the hospital's care and if he hurts himself, I'll catch hell."

Section Chief came in.

G. C: (To S.C.) "No. 6 wants to solder and let 8 wire for him."

S. C: "8's got a sore finger, hasn't he?"

G. C: "I don't know. I guess his finger's all right." Section Chief walked away.

No. 6: "Well I'm going to solder." 8 hands ^{him} his apron and walks over and starts wiring. Section Chief who has walked up to the front of the room comes back.

S. C: "Are you going to let 8 wire?"

G. C: "I don't know whether we ought to or not." As far as the observer could note the Group Chief never did make up his mind, but 8 wired the rest of the day.

6 seemed to feel much better as soon as he started to solder. His neck did not appear to be stiff. He began to laugh and joke with the wiremen, ^{when a solderman} about knowing his files, his irons, ^{when he gets the back and sides of the iron dirty, he rubs them} against a rubber stick which is kept for that purpose. At any time this causes quite an odor, and 6 seemed to be ^{burning} ~~rubbing~~ the tip more ^{than} ~~than~~ was necessary.

No. 7: "Hey, shortie, cut that out." 6 did not say anything, but he went to another iron and burned more rubber than he did before.

A.C.M. 12-4-31 Cont'd.

No.7: "If you don't cut that out, I'm going to bring you."

6 → T R -

No.6: "You and who else. I've got to do this."

SA ← → 6 -

S 4: "I guess he's so used to that kind of a smell in his neighborhood that he don't mind it. Maybe he wants to feel at home down here."

6 ← → neighborhood

Three or four in the group: "Now I guess you are told."

SA ← → neighborhood

No.6 didn't say anything for a few minutes and then he said to S 4: "I guess your neighborhood ain't so hot either."

S 4: "I don't live where you saw me that night." From here on there was a general kidding back and forth about neighborhoods.

Afternoon

No.9: (To obs.) "Gee, I had some more bad luck with my car. Seems like I have bad luck in one thing after another. I got the whole front of it smashed now."

Obs: "How did you do it?"

9 → obs +

No.9: "Oh, I ran into a yellow cab. It was my fault all right. It was kind of misting and he just had on his cowl lights, and I made a big turn in the street, thinking I had the whole street to myself, and then, bang, I hit him. Those yellow cabs have got fenders just like I have. I broke the front wheel and front axle and just smashed the thing to pieces. I think the thing I'd better do is stay in bed. I'd ought to be safe from bad luck there. I'm tired most of the time anyway. I suppose though, if I was to stay in bed I'd fall out and break my leg."

9 ← → 9

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Tuesday.
December 8, 1931.

Morning

3 was sent to the hospital for a physical examination this morning. When he returned somebody said, "Well, did you say 'Ah' for the doctor?"

No.3: "Yes." He then took off his coat and went back to work without further comment. I 1, S 1, and 2, gathered around his unit and questioned him about the examination. A little later 8 went down and talked to 3 for quite awhile.

3 ← 7 1400p
I, S 1, 2, 8 ← 7 1400p

8 asked the observer to keep a box of snuff in his desk for him. 8 seems to be getting quite friendly.

8 → 7 06 +

- - - -

10:00 4 is waiting for something. He is helping 3 wire.

4 → 7 3 +

- - - -

11:30

No.7: (To S 4) "Learn how to solder. If you can't solder throw the iron away." (Inspector had found several defects on W 7's work)

7 ← 7 54 -

S 4: "Learn how to shut up."

The Group: "There, now you are told." (This to 7)

See comment 4
P. 20.

No.7: "I guess I am."

S 4: "I'm not afraid of any army shirt."

No.8: "I guess he knows you."

See comment 4
P 20.

S 1 came over to the device to file an iron. (Talking about S 4)

S 1: "What do you think of a guy that wears his Sunday suit to work?"

TR ← 7 1000 clothes
at work

S 4: "This ain't my Sunday suit."

S 1 → 7 +

No.8: "Maybe he's going to sing."

S 1 → 7 54 -

8 → 7 S 1 +

8 → 7 84 -

A.C.M. 12-8-31 Cont'd.

S 4: "Maybe I'm going to the opera."

* * * *

S 1 comes over and watches S 4 solder.

S 1: "You can't make any time soldering that way."

S 4: "I don't have to ask you how to solder. You can't show me anything."

S 1: "Come up to the front of the room sometime and I'll give you a lesson."

- - - -

G. C: "They only saved nine microphones last night for this gang. The week before they forgot them entirely."

No.8: "I suppose those guys out there think, 'T'hell with those guys in the other room."

- - - -

9 and 7 go out for a drink.

No.6: "I don't think that guy 9 will ever learn to wire."

No.8: "He hasn't been here hardly long enough to be good yet."

No.6: "Yea, but he doesn't want to wire. I'll bet if they put him in my charge he'd learn to wire in a hurry."

No.8: "Who are you, the boss?"

No.6: "I don't mean that. I mean if they give me all of the privileges, that is, just put him under my control, and he'd learn to wire. I'd get over him with a big club and every time he'd stop wiring, I'd sock him."

S 4: "That would be no good. You would be a driver."

- - - -

No.9: "Doggone it, I'm tired today. I ought to have a job where I could stay in bed all day."

The group razzes him a little bit.

- - - -

S1 ← 7 S4 -

S1 → soldering

GC → TR +

GC → Dept -

8 → Dept -

9 ← 7 +

6 → 9 -

8 → 6 -

8 → 9 +

See comment 3
p 20.

6 → 7 soldering

S4 ← 9 → 6 → 7

S4 → 6 -

9 ← 7 work

TR → 9 -

A.C.M. 12-8-31 Cont'd.

Afternoon

G. C: "Say, 9, when are you going to do some work?" 9 has been fooling around all afternoon. He leaves his work every few minutes to get a drink or to see what somebody else is doing. He is now urging 7 to go out and get another drink.

No.7: "Wait till I finish another level."

No.9: "Aw come on now."

No.8: "Well, if you have to go I'll go with you."

I wonder why 9 never likes to leave the room unless somebody is with him.

GC → 9 -

9 → 7 +

8 ↔ 9 +

GC ← → Subordinates work

9 ← → Society others

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Wednesday.
December 9, 1931.

Morning

8:10 9 is watching the inspector test a level on one of his units.

9 ← → I2

8:25 9 urges 7 to go out for a drink. They don't stay very long.

9 ← → 7 +

- - - -

9 and 7 are having quite a time with the windows this morning. 7 insists that they be kept open and 9 closes them. It is quite cool in the room, but 7 is wearing an army shirt and long underwear. He seems to have a little cold this morning.

9 ← → 7 -

- - - -

G. C: "This guy 9 is no good. He don't want to work. If he was anybody else he'd be out of here now. It makes it bad having a guy like that around."

G.C. → 9 -
G.C. ← → high authority
G.C. ← → subordinate

- - - -

The interviewer comes in, calls the Group Chief and gives him an order to send 8 to the hospital. The Group Chief gives the slip to 8 and as he is explaining how to get over there, 9 comes over to see what it is about.

G.C. ← → 8

G. C: "What do you want over here? Get to work." 9 goes back. G.C. → 9 -

G. C: (To obs.) "Gee, that guy 9 is nosey. Did you see the way he butted in when I was talking to 8? He isn't caught up with yesterday's work yet, but he's got all the time to fool around."

9 goes to get another drink and the Group Chief starts to put the cable connections on the unit that 9 is working.

see comment 6
P

G. C: "I don't know if I am doing this right." 8 comes over to look at him at his work.

G.C. ← → 8 -

No. 8: "Youse guys don't know anything about wiring. You're going along all right though." 9 comes back.

G.C. ← → 9 -

No. 9: "If you make a reverse on that unit I'm going to take daywork for fixing it."

G.C. ← → 9 -
G.C. ← → 9 -

A.C.M. 12-9-31 Cont'd.

G. C: "Don't worry, I won't make a mistake."

- - - -

The Hawthorne Club representative comes into the room. No. 1, 2, 3, and S 1, divide up the price of a box of candy. After the representative leaves the group who bought the candy seem to have a few odd pennies and nickels. They lag for a mark on the floor in the first aisle until someone wins all of the coins. Then they go back to work. The Group Chief was not in the room at the time.

HER → TR
1, 2, 3, S 1 → Candy
1, 2, 3, S 1 → Game of chance

- - - -

The Group Chief came back in a few minutes.

No. 6: "This wire's no good."

6 → material
G.C. authority → 6 → material

G. C: "Well, you've got to use it. They won't let me bring any more back. They tell me that you can get along with it all right."

6 → 7GC -
G.C. authority → 6 → material

No. 6: "That's the trouble around here. There ain't any of you guys that know anything about wire, yet you try to tell us."

G. C: "The Section Chief is an old wireman. He knows wiring."

G.C. → SC +

No. 6 & 8: "Like hell he ~~is~~ He came from the Plating Department."

6 → SC -

8 → SC -

G. C: (To 6) "He was wiring when you were in short pants."

No. 6: "Well, maybe then. But not since I've been here."

No. 8 came over to the observer. The Group Chief could not overhear what he said.

8, 6 → G.C. + SC
authority → work

No. 8: "This ^{the} guys here don't know anything about wiring, and yet the whole bunch criticize us. If they'd get in there once in a while and try to learn something about it, they'd find out that it's not so easy. It's the same thing as when we go to a ball game. We call a ball player a bum because he misses an ~~and~~ field grounder, but if we'd get out there and try it ourselves, we'd feel differently. It's the same thing with these guys. If they'd try to put on a few wires they'd know what we're up against."

- - - -

A.C.M. 12-9-31 Cont'd.

Afternoon

After 4:15.

The Foreman and his pal entered the room. They wandered around for awhile, and seemed to be looking for something.

Obs: (To F's pal) "Well, how does his room look?"

Pal: "Rotten. It's a mess. We're looking for solder. We thought maybe we'd find a whole roll of it. I saw one of the lads bring a roll out here just before quitting time."

Obs: "Maybe you don't know where to look for it." The Foreman goes through all the lockers and looks over all the benches.

F: "I guess they got it locked up in a drawer."

Pal: "Well, there's enough scrap laying around on these benches to make up a whole roll. Look at this. Why don't you take it in and show it to them?"

F: "That's what I'll do." They both go around gathering up each little piece of solder. Some of the pieces are not more than a half inch long. When they finish they have a big handful.

Obs: "Here's a pretty good sized piece you missed."

F: "Where? Thanks. Now I'm going to take this and put it right in the middle of his desk."

CE.

F ← 7 SC and 1/2
w/ 1/2 roll

F ← 7 waste solder

F → TR -
F ← F6349 +

F ← Obs +

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Thursday.
December 10, 1931.

Morning

The assistant foreman came out to the test room for the first time in three weeks with an announcement of a meeting of the boys' club. He distributed it to two or three of the boys in the group. I did not see just who got the announcement. Then he came over and showed it to the observer.

Asst F → TR
FF ← TR

A. F: "We're going to get that [redacted] to speak to the boys this next week. I'm tickled to death. He's a mighty fine speaker." The conversation about Bradley and religion continued for sometime.

FF ← BC +

A.F: "I'm sort of an atheist. I never go to church. I believe in being good and doing right, and that's about all."

The Foreman then opened the door. The assistant foreman jumped. He stopped his conversation in the middle of the sentence and pointed to the announcement of the boys' stuff which was laying on the desk and said, "Here, read this."

Asst F → F-

The Foreman then came over to the desk and picked up the Hawthorne Club announcement, and we talked about that for awhile and then he left.

Obs: "That is a clever piece of work. Did you do it?"

A. F: "No, but that ought to get their interest." He then left the room and the Group Chief came in. The Group Chief was making out a report on the observer's desk. The assistant foreman came back.

G. C: "Well, I haven't seen you out here before."

AF ← Gp 4+

A. F: "This is the second time today."

See comment
7 P 20.

G. C: "What are you doing out here - looking for solder?"

A. F: "No." (he laughed) "I guess the old man found a lot." AF ← F -

G. C: "I don't know where he found it all."

AF ← F -

A. F: "He found it right here."

A.C.M. 12-10-31 Cont'd.

G. C: "I thought maybe he found ^{some of} it in the ^{other} steel room."

A. F: "No, I inspect the other room myself, and I didn't find hardly a scrap."

G. C: "I haven't been checking solder out here. We've got the doors on the room and I didn't think anybody'd steal it."

A. F: "Well, there's no locks on the doors. Anybody can come in that wants to."

G. C: "The reason they've had so much scrap solder around lately is that we've been getting such poor solder. There's no rosin in a lot of it, and I guess the fellows break off a piece that hasn't got any rosin in and throw it around."

A. F: "I should think you'd have somebody go around and check the soldermen."

G. C: "I was gonna have the solderman do that."

A. F: "I didn't mean that. I should think you'd have a wireman checking the soldermen. Put somebody in charge of the room. You know, like we do in the other room."

G. C: "I guess one would be enough for the room. I'll probably have to do it. The old man won't find any more solder out here."

The assistant foreman leaves.

G. C: "I wonder what made the old man check the soldering. He never did that before."

The group took up a collection for another box of candy. The fellows in the front of the room seem to be the only ones contributing, but we could not be sure.

G. C: (To 6) "I'm gonna give you a job tonight. You've got to see that all the solder is picked up."

No. 6: "You're gonna put me in charge? That's fine. Can I fire these guys if they don't have their solder picked up?"

G C → D R
G C → T R
A F → T R

G C → T R +
G C → M -

G C ← A F +

A F → S -
A F ← M +
A F → T R

G C → D R

G C → F -

front group ← T R

6 → G C +

authority ← T R

A.C.M. 12-10-31 Cont'd.

They brought in a solderman from the other room while S 1 was being interviewed.

Afternoon

The Group Chief was sitting at the observer's desk when the group got their box of candy. There was a lot of loud talking at the front of the room during the dividing of the candy. The Group Chief jumped up from the desk. We thought he was going to stop the noise, but he hurried down to get his share of the candy. He was there with the fellows for about a half hour. Finally he came back and was arguing with 8, trying to get him to go back to work. 8 came back to his unit, but he didn't work.

GC ←→ TR +

CC ←→ 8 -

GC authority ←→ 8 work

G. C: "I didn't mean come back here to stand around, I meant come back here to work."

No. 8: "Well, I'm here, ain't I? I've done enough work today."

8 ←→ work

G. C: "Come on, 6, you follow me around and see that I don't miss any of this solder."

No. 6: "No, I'm not gonna do it. If I can't fire the guys that got solder laying around, I don't want to monkey with it."

GC ←→ 6 -

G. C: "Come on, see that I don't miss any."

No. 6: "Nothing doing."

- - - -

The group hasn't done much this afternoon. They have been laughing, talking, and fooling around, most of the time. At five minutes to four 2 was up at the locker putting on his sweater, and the rest of the group were all up in the front of the room talking. The Group Chief tried to get them to go back to their positions, but they just laughed. Finally he went to the rear door of the room and stayed there with his head out of the door looking out of the aisle. He turned back into the room and said, "The old man is down the aisle near (his pal's desk,) but he hasn't started down this way yet." He kept watching the door for the Foreman until 4:15. Just before 4:15 he said to S 1:

TR → GC -

TR ←→ work

GC authority ←→ TR work

CC ←→ F authority

"Go out there on that post and turn off that transformer."

GC authority ←→ S 1

A.C.M. 12-10-31 Cont'd.

S 1: "I don't know where it is. You'd better send somebody else."

SI → GC -

Two or three in the group: "You know where it is, all right."

He then went out and turned off the transformer.

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Friday.
December 11, 1931.

Morning

No.7: "By gosh I stayed in last night and then I caught a cold. That's what I get staying home."

No.9: "Did you really stay in?"

No.7: "Oh, I chased some chicken up 26th Street for awhile, but I couldn't make the grade so I went home early."

- - - -

Section Chief came in with the pay checks. After distributing them to most of the group he said to 9:

"Do you know that you are farther in the hole than anybody else in the department?"

No.9: "I suppose I am."

S. C: "How many are you turning out now?"

No.9: "Oh I don't know. Some days I get 4,000."

S. C: "You ought to be getting that every day. All of you guys ought to be turning out more than what you're doing. There are some guys in the other room that are turning out just about as much as you fellows are, and they haven't been here as long as you."

No.6: "Yes, but don't forget that they are getting their \$.43 an hour."

No.7: "Maybe if we'd get more we could turn out more work."

S. C: "I know there's some of those guys out there, but there's not many of them left now."

No.6: "I could use a little more money right now, but I suppose when I get it I'll have to fight for it."

No.7: "You don't know what it is to need money. You're only a kid."

7 ← → 9 +

SC → 9 -

SC authority for 9 work

SC → TR -

SC authority for 9 work

76 ← → 7 hourly rate

6 ← → money

6 ← → 7

A.C.M. 12-11-31 Cont'd.

No.8: "You can live on those Polish sausage, that kind that they sell by the yard."

8 → 6 -
8 → Polish

No.6: "Yes, but I don't eat that stuff." (6 walks over to the Section Chief) "I had to fight for every penny I ever got out of this place. When I started in the other department I was getting \$.35 an hour, and after I worked there for awhile I put up a fight and got \$.37. Then another year I fought and got \$.38 and then \$.39, and now if I want any more I suppose I'll have to fight for it."

The section chief does not answer. He leaves the room.

- - - -

8 has been around to several in the room trying to take up a collection for a box of candy. He says they're going to get a five pound box this afternoon.

8 → TR +

- - - -

1, 2, 3: ^{+I} "I wanted that one." (They are matching nickels.)

1 2 3 I → matching coins

4 is calling for the inspector. He seems annoyed because the inspector is matching nickels instead of taking care of his work.

4 → I -
4 → I matching coins

- - - -

9:15 The group is very noisy at this moment. Everybody is talking at the top of his voice.

- - - -

8 has been away from his unit about a half-hour. As he came back to it, he says, "I've got to tear into things now and catch up."

8 → work

- - - -

9:30 The group seems to have settled down to work now.

- - - -

A.C.M. 12-11-31 Cont'd.

Afternoon

Observer enters the room about 3:15.

No.7: "Well, it 's about time you got back."

Obs: "You wouldn't want me to stay here all the time, would you?"

No.7: "No, I guess not. We can do more things when you're not here."

No.9: "Oh, am I sick. I feel terrible."

No.8: "Well, you didn't have to eat all of that candy, you know."

Obs: "Yes, you should have given some of it to 6."

No.6: "I wouldn't eat any of their damn candy."

Obs: "Didn't you get your share?"

No.6: "I didn't get a piece of it, and I'm glad of it."

No.7: "You could have had some of it if you hadn't been so bull-headed."

No.9: "I wish I were home."

Obs: "How come you ate so much candy?"

No.9: "It isn't only the candy; I'm tired and sleepy too. I didn't get in 'till three this morning and along with that this candy just finished me."

- - - -

The group chief is getting the room cleaned up. 9 has been told to sweep off the benches. The rest of the men are gathered in little groups around the room talking. There hasn't been much work done this afternoon. Three or four of them are around the observer's desk making out their bogey sheets for the week.

G. C: "Say, you guys, get away from that book. One of you look at it at a time."

No.6: "I want to see what this guy from the other room is turning in. We all gotta get our bogey made out. There ain't much time left."

6 → 8 -
6 → 9 -
6 → 7 -

789 ← candy
6 ← 789 candy

GC authority ← 9

GC → TR
GC authority ← 9

6 → we're in
left

A.C.M. 12-11-31 Cont'd.

G. C: "Hurry up, 9, and get through with that book. You don't need it anyway."

No.7: "How about some day work here for yesterday. I only got 5200, that ain't enough."

G. C: "Well, why didn't you say something about it? I'm not going to give you daywork unless you say something."

No.7: "I'm going to put on a half hour here for yesterday."

G. C: "No, you can't do that. I have to turn in the daywork every day."

No.7: "I'm going to put it on anyway."

G. C: "If you do I'll just erase it."

No.7: "Gee, this won't look right. I'm gonna take three-quarters of an hour daywork today and I turned out 5200, and yesterday I turned out 5200 and didn't turn out any daywork. I've got to get next to myself next week. I've been loafing along here too much. Well, I'm going to take the three-quarters of an hour daywork today anyway."

CC → 7 -
7 ← 7 day work
CC → 7 day work 7

See comment 8
P 20

7 ← 7 day work
7 ← 7 day work

RECORD OF OBSERVER'S COMMENTS

Bank Wiring Test Room
Recorded by: A.C. Moore

Week Ending 12-12-31.
Dictated February 8, 1932.

P 6 - PP 1

This window which 7 is trying to keep open is directly opposite his position. He seems to feel that he has the right to regulate this window and that no one should interfere with him. This observation is the climax of several minor arguments in which others in the group protested because 7 insisted upon keeping the window open. The fact that 7 permits 9 to close the window after he has refused to allow others that privilege may be interpreted as an indication of a friendly personal relationship.

P 7 - PP 1

There seems to be a decided interest in the physical examination which the hospital is giving the test room operators. We believe that the doctor made a favorable contact with 3.

P 7 - PP 4

7 has evidently found an unusual amount of trouble on one of his units. The argument between 7 and S 4 even though they were not particularly serious indicates S 4's resistance to personal criticism. He will not allow 7 to criticize his soldering, nor will he allow S 1 - who, by the way, is a faster solderman in the department - to suggest a more efficient method. We interpret S 1's ridicule of S 4's work clothes and his method of soldering as an indication of sympathy with 7.

P 8 - PP 1

The microphone mentioned in this paragraph is the bi-weekly paper which is published at Hawthorne. These papers are distributed rather carefully. The monitor in each department orders the papers, one paper for each employee on the payroll. If this order is placed each week and if each employee gets only one microphone there should never be a shortage. A shortage usually occurs when employees take two or three of the papers. There evidently has been some carelessness in delivering the microphone to the test group. Evidently the group has only been getting the papers which have been left over after they have been distributed in the department. Probably there

A.C.M. 2-8-32 Cont'd.

were none left over in the department the week before and this week there were only nine. We assume this because they were not delivered to the test room operators until the day after they were distributed in the regular department. 8's comment indicates that he is aware of a possible antagonism which may develop between the test group and the regular department.

P 8 - PP 2

9 has been unusually slow in developing speed as a wireman. The group knows that 9 is taking home more money each week than he earns. They understand that this money which 9 does not earn is being earned by the better workman in the department. The Section Chief keeps a record of the amount of money each individual actually earns and he compares that with the amount which they take home. Anyone in the group can see this record at any time. The Assistant Foreman makes a practice of calling the ones who are taking home more than they earn into his office occasionally in an effort to encourage them to turn out more work. In this paragraph 6 senses an inadequacy in the present set-up. He apparently feels that 9 needs a more positive supervisor. S 4's comment at the end of the paragraph may be an echo from our supervisory training conferences in which many supervisors learned that they must lead and not drive.

P 8 - PP 3
P 9 - PP 1

In these paragraphs 9 clearly shows a lack of interest in the work, and we also see the beginning of a group pressure, which seems to start by the group making fun, or ridiculing, 9. We also notice that 9's lack of interest affects others. He always takes someone with him when he leaves the job.

P 10 - PP 1

Here we find 9's interest directed towards the inspector and his test set.

P 10 - PP 2

In this paragraph 7 insists upon exercising his rights to control the windows, even though his friend 9 is cold. This control of the windows must have a vital significance.

A.C.M. 2-8-32 Cont'd.

P 10 - PP 3

Here the Group Chief appears to realize that 9 is not putting out his best efforts. He believes that in the normal run of things 9 would have been fired, but 9's father was a foreman in one of the Operating Departments when he died. The Group Chief believes that this fact allows 9 unusual privileges. The Group Chief feels that 9's presence in the group under these conditions has a bad influence upon the others, i.e., the others are more difficult to control as long as he must make what he considers an unfair allowance for 9.

P 10 - PP 4

In this paragraph we find the Group Chief quite disgusted with 9. 9 seems to be interested in anything unusual which occurs. In the latter part of the paragraph we learn that the Group Chief has almost no actual knowledge of the wiring job. Apparently he and the operators are conscious of this lack of knowledge. We have a hunch that this fact stimulates a feeling of superiority in the Group Chief-operator relationship which may act to lessen the Group Chief's control.

P 11 - PP 1

The Hawthorne Club representative mentioned in paragraph one is an employee who has been appointed by the foreman to represent the Hawthorne Club in the department. His duties are to advertise club activities and to assist the employees in any way that he can whenever the club activities are involved. To be specific, the representative encourages each employee to attend the club dances, the boxing and wrestling shows, the flower show, the inter-department game, the special athletic events for which the club has arranged price concessions. He urges that they take advantage of the special bargains in the club store, and the price concessions which the club has obtained from many outside establishments. At Christmas time he takes orders to any employee in the department any merchandise which the club store has for sale. In paragraph one the group in the front of the room gathered together and decided to order a box of candy. They divided the cost of the candy between them, each one contributing his share. This division of the cost of the box of candy evidently suggested the game of chance.

P 11 - PP 2

Wire which is no good from a wireman's point of view is wire which is not skinned properly. The skinning machine, that is the machine which breaks the insulation at regular intervals, gets out of adjustment occasionally and then only

A.C.M. 2-8-32 Cont'd.

removes a part of the insulation. It also leaves a part of the insulation when the size of the wire varies, for instance, some wire is a trifle thicker than others. If the machine is set for thick wire it will leave a part of the insulation when the wire runs a little thinner. The wiremen do not like to work with this wire because they must skin by hand each part that the machine has missed. Sometimes they skin this wire on a bare terminal. They do it by rubbing the wire across the terminal several times. This breaks the insulation. If the machine has missed the wire entirely they must take a pair of flats and break the insulation and then push it back so that they have a bare wire to connect to the terminal. The supervisors say that the machine will not run perfectly, that there is a rate allowed for a small amount of this kind of trouble, and that the wiremen must use this wire as it comes along. But if the machine has missed an unusual number of spots they do not insist that it be used. In this paragraph we find a difference of opinion. The wireman contends that the wire is not usable and the Group Chief who has just been instructed by the Group Chief in charge of the skinning machine, and the Section Chief contend that the wire is not too bad and that it must be used. We find arising from this controversy a feeling that the supervisors are not qualified to order that wire be used as they know nothing about wiring and therefore do not know what the operator is up against.

P 12 - PP 1

The order that all solder be locked up at night has been standing in the department for a long time. It originated when it was discovered that solder was being taken at night. An order has also been issued forbidding the use of scrap solder. The soldermen have been instructed that solder must be used directly from the roll as the small ends are always wasted when the solder is broken in pieces. This last order has not been enforced as it has been found more convenient for the wiremen who repair their own defects to have a small piece of solder on their bench. In the regular department the trucker goes around each night a little after four o'clock and picks up all of the rolls of solder and locks them in a tool crib, but he has not been picking up the solder from the test room. In this paragraph we find the disciplinary action has been suggested entirely by the foreman in 6349. We also notice that the foreman appears to obtain a peculiar satisfaction while picking up these small bits of solder and planning to place them right in the middle of the section chief's desk.

A.C.M. 2-3-32 Cont'd.

P 13 - PP 1

In this paragraph we note that the Assistant Foreman is interested in the boys' activities in the plant. It seems that the entire plant has been divided into zones, and certain men who are interested in boys' activities have been placed at the head of each zone. Each zone may include several departments. The man in charge of each zone sees that all of the boys are notified of the club activities and he also does his best to stimulate their interest and their attendance. The Assistant Foreman's behavior when the Foreman entered the room cannot be understood, from the evidence at hand. It may have motivated from several sources. In the balance of the paragraph we see the Assistant Foreman suggesting a set-up and the Group Chief readily accepting the suggestion.

P 14 - PP 2

Here the Group Chief carries out the Assistant Foreman's suggestion.

P 15 - PP 2

2-12

Bank Wiring Test Room
Recorded by: A.C. Moore

Monday.
December 14, 1931.

Morning

When we entered the group this morning we found 2 and 8 soldering and S 1 and S 4 wiring in positions of 2 and 8. We could observe no reason for this change and decided to ask the Group Chief.

Obs: "I notice 2 and 8 are soldering this morning."

G. C: "Yes, neither one of them wanted to wire. They get tired wiring all the time. Of course we lose money by letting 2 solder because S 1 can't turn out as many. He can only turn out about 4,000 connections, but I don't know, I guess it's all right. It doesn't make any difference to you when they do that, does it?"

Obs: "No, but I like to know the reason why you make a change."

G. C: (To 9) "When are you going to turn out some more?"

No. 9: "I'm going pretty good this morning. This is my tenth row."

G. C: "You ought to have fifteen out. Did the Section Chief say anything to you?"

No. 9: "No, he didn't say anything today."

G. C: "Well, he will. He's gonna tell you to turn out some more work or get out." 9 does not answer.

The Hawthorne Club representative enters the room and said,

"Well boys, how much candy is it going to be today?"

No. 7: "Get out of here. Don't come around."

No. 6: "Bring us five pounds of chuckles."

No. 9: "Oh, I feel sick again, just to hear you say 'chuckles'."

The group in the front of the room ordered a small box of chocolates.

2 & 8 - 7 wiring

GC → 2+
GC → 8+
See comment
P 42.
GC authority → 2 & 8 wiring

GC → 9-
GC authority → 9 work

TR → HGR
Room group → candy

7 and group → candy

A. C. M. 12-14-31 Cont'd.

Afternoon

At 3:30 the Group Chief was sitting at the end of position 5 making out delivery tickets. 6 came back and helped 9 wire. S 1 who was wiring at position 2 came back and helped 7. 2 was ~~wiring~~ ^{soldering} for S 1. The Foreman enters the test room. He stood back of the group a minutes and then went over to the gang boss and talked to him for a minute, and the gang boss came back and told 6 that he'd have to wire on his own unit. 6 went back to his position without a word. As soon as the Group Chief started back to talk to 6, S 1 left the room. After the Foreman left 6 went over and sat on the stool next to the Group Chief.

No. 6: "What's the matter with him? Why didn't he want me to help 9?"

G. C: "I don't know. I never know when he's going to kick about something."

No. 6: "I don't see any harm in doing that."

G. C: "I don't either."

No. 6: "Oh, I suppose he got up feeling crabby today."

- - - -

7 and 9 have tried several times today to get 8 stacked up with work so that they can get waiting time. 8 is rather slow in soldering, and he often has to work hard to keep up.

No. 8: (To obs.) "Oh boy, I'm tired tonight."

No. 9: "Yeah, and we're going to get waiting time on you too."

No. 8: "You are like hell. You haven't waited once today."

No. 7: "Well I did. This afternoon I was sitting right down there, waiting for you."

No. 8: "Aw, you're crazy."

6 → 9 +

S 1 → 7 +

Foreman
GC → *Foreman*

F → TR -

GC ↔ TR +

See comment 2

GC → F - ^{P 92}

6 → CC +

6 → F -

7 → 8 -

9 → 8 -

7, 9 → 8 work

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Tuesday.
December 15, 1931.

Morning

S 1 is wiring for 2 this morning.

8 was wiring in his usual position.

No.8: (To obs.) "How about changing jobs with me this morning?"

Obs: "Not today. I was out last night."

No.8: "That's the trouble with me. I was out and had some of that good old Kentucky bourboun. It sure was good stuff all right, but I feel rotten this morning. Oh boy, I'll never be able to wire today."

8 → Obs +

8 ← work

No.9: "Well, I was out last night and I feel good today. We were playing pinochle at a fellow's house that's got sixty gallons of wine. Sure was good."

9 → work +

Obs: "What kind?"

No.9: "Grape wine."

No.8: "Hey, S 2, change jobs with me will you?" S 2 looks up at him but he does not answer.

See comment 3
p42.

- - - -

The new inspector they brought in this morning is a short heavy-set man between forty or forty-five years old. He seems very slow, as though he did not understand the work. The forty-eight volt current is off this morning and he is just barely keeping up with the gang by giving the boards only a visual test, inspection.

I 3 ← work

- - - -

10:00

No.6: (To G.C.) "How about some service?"

G. C: (To obs.) "I've got to see this guy's boss. He's holding us back too much. He couldn't keep up with the fellows out in the other room. It costs us too much money to have a guy like that around."

6 → I 3 -

G C → 6 +

G C → I 3 -

6 ← work

A.C.M. 12-15-31 Cont'd.

S 4 and 8 have changed jobs. 8 is soldering.

Obs: (To 8) "How did you manage to get S 4 to change jobs with you?"

No.8: "Do you see this finger? Do you remember how it was broken yesterday? Well last night I trimmed it up and now today it's sore." S 4 ↔ 8 +

Obs: "That sure looks like a bad finger. So that's how you put it over."

No.8: "Yeah. You know how it is. Some days a fellow just can't get goin' on this wiring job. Like today. There was no use of me trying to wire." 8 ← 7 command

- - - -

I 3 is having some trouble on one of seven's units. He doesn't seem to know how to shoot the trouble. 7 comes over and tries to help him and then 9 plays with it for awhile. Neither of the wiremen know what is wrong. Finally 7 calls I 1. He finds a crossed solder very quickly. I 3 left the unit and was not watching I 1 shoot the trouble. He never did find out what was wrong. He did not seem particularly interested.

7 → I 3 +
9 → I 3 +
I 1 → I 3 +
I 3 ← 7
7, 9 ← I 3
I 1 ← I 3

- - - -

The man who gets lunch for the group came into the room.

S 1: (To 7) "Where'll we eat?"

5K → 7 +

7 does not answer. S 1 orders his lunch brought to the test room. When the lunchman gets down to 7, 7 calls down to S 1,

"Let's eat outside today. I don't want any of this stuff they've got at the counter."

S 1: "I've already ordered my lunch. Why didn't you say something when I asked you?"

No.7: "Well, all right. I'm going to eat outside anyway. Maybe he'll take back your order."

S 1: "You can just as well get something and eat in here."

No.7: "No, I don't want to." The lunchman has just closed the door. S 1 runs after him.

A.C.M. 12-15-31 Cont'd.

S 1: "How about cancelling my order?"

The lunchman doesn't like it very well, but he gives him back his money.

S 1: (To 7) "Next time make up your mind."

tells
2 ~~thinks~~ *believes* that the group in the front of the room ~~be-~~ *he tries to make them believe it.* lieve the story about a blind basket ball team that he saw play about seven years ago.

I 1: (To obs.) "Would you believe that a blind team could play basketball?"

Obs: "That doesn't hardly seem possible."

I 1: "This guy insists that it is. He says that he saw the game." The group in the front of the room talk basketball most of the time.

I 1 ← 2

Afternoon

S 1 hasn't been putting out much of an effort today. He works awhile and then wanders away from his unit to talk to somebody. That's about the way he works when soldering. He was not in the room until about 1:30.

No. 5: (To obs.) "Gee that S 1 is a lazy guy. All he wants to do is play."

S 1 ← 7 working
5 ← 7 S 1 working
5 → S 1

9 was sitting down waiting for the inspectors.

No. 9: (To obs.) "Well, I suppose I'm all through now. When I have to sit around like that I can't get started again."

Group Chief enters the room.

G. C: "What are you sitting there for 9? Why don't you get to work?"

No. 9: "How can I? I'm waiting for the inspector."

7 ← 9 I 3 work

G C → 9

A.C.M. 12-15-31 Cont'd.

G. C: "You sit around too much anyway. You could be putting your cable wires on."

No.9: "Yes. Suppose there is a cable reverse."

No.8: "You can take a chance. There won't be."

G. C: "You're too doggone lazy for any use."

No.9: "I'm not lazy -- I'm tired."

G.C: "You make me tired just looking at you."

No.6: "Why don't you fire him?"

No.9: "He isn't the Foreman."

G. C: "It's a good thing for you I'm not. I'd like to be the Foreman for one day. If I were, you wouldn't be around here anymore."

No.9: "That'd be all right with me. It wouldn't make me mad. I hate to work anyway."

No.6: "Why don't you transfer him down to that Telotype job?"

G. C: "They wouldn't have him down there."

No.9: "Yes, and I wouldn't go either, if they did offer it to me. It'd cost me about fourteen dollars a month for carfare."

No.8: "Why don't you move in from Downers Grove? Maybe that's what's the matter with you, living out there in the sticks."

G. C: "If you could have any job you liked, what kind would you take?"

No.9: "I don't know, but it wouldn't be a job wiring."

G. C: "What kind of a job would you want?"

No.9: "I'd like a job reading. Some job where I could sit and read all day."

- - - -

A little later.

8 → 9-
8 → CC+

CC → 9 work

6 → 9-
6 → CC+

9 → CC authority
9 → Family
CC → Family

9 → work

6 → CC authority

CC → 9 work

8 → Suburban town

9 → work

A.C.M. 12-15-31 Cont'd.

No.9: (To obs. and 8) "You know, I think that's what's the matter with me. When I first came here they worked all the work out of me. Boy how I used to have to work on that job. I had it easy at first. Then they took my easy job to [REDACTED]. They gave me one that made me work. Since then I haven't been any good at all."

No.8: "How many rows have you done already today?"

No.9: "Twenty."

No.7: "How many are you going to give the Group Chief?"

No.9: "Oh, I'm going to give him about 3600. No, I don't think I will. I'll give him 3400. 32 to 36 is too much."

9(-) reported
outfit

- - - -

I 1 came back to the observer's desk.

I 1: (To obs.) "Those guys up in front are no good today. I'm going to have to put a stick of dynamite under them if they don't pick up. I only got 21,000. Of course S 1 is wiring for 2, and 4 went to the hospital, but even considering that they didn't do any work. Too much chewing the fat."

I 1 (-) 1513 4 work
I 1 A (-) 1513 4 work
See comment 5
3 P42.

I 1: (To other inspector) "How many did you get today?"

I 3: "I don't know. I'm just counting them."

I 1 (-) I 3 +

I 1: "Only 21,000, and it takes about 31,000 for 100%. Out in the other room I was getting 40,000. S 1 only got 3100, I think."

I 1 (-) bugler

No.9: "Then I wasn't last today. Hurray! That's history."

9(-) S 1 work

- - - -

After the whistle blew the group were gathered around the lockers putting on their coats --

No.6: (To I 1) "Why didn't you show that guy how to run that tester?" *set*

I 1: "I did, but he didn't want to use it."

No.6: "I know. He could make better time if he used that."

6 -> I 1 -
6 -> I 3 +
I 1 -> I 3 -
See comment 5
P42.
6(-) I 1, I 3

A.C.M. 12-15-31 Cont'd.

I 1: "I know, but I'm not going to say anything to him."

No.6: "Well, you could at least have shown him how to do it."

I 1: "I can't tell him anything, though. I helped him out a couple of times during the day. That's the gang boss's job to show him how to do his work."

FI(-)IGGA
IAE-7I3

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Wednesday.
December 16, 1931.

Morning

8 is soldering again this morning, but 2 has gone back wiring. S 1 is soldering the the first position as usual.

9 seems to be working well this morning. He is not going out for so many drinks.

9 (-) work

There is a lot of conversation going on in the front of the room. 3 appears to be dominating this conversation. 1, 2, S 1, 4, and 5, take turns answering.

3 (-) 1
3 (-) 2
3 (-) 81
3 (-) 74
3 (-) 5

I 3: (To obs.) "How are you coming with this study in here?"

Obs: "Oh, we're getting along all right." (There was quite a pause by I 3)

I 3 (-) obs

I 3: "Well, I suppose you found out now that everybody in here is no good."

I 3 (-) TR study

Obs: "We are not particularly interested in whether a fellow is good or bad, but as far as that goes, I think this group is unusually good."

I 3 is the new inspector in the room. This is his first attempt at conversation with the observer. We interpreted his inquiries about the study more as a conversational wedge, rather than a desire for ~~statistic~~ knowledge.

The forty-eight volt current has been off all morning. No one in the inspection group seem to be particularly concerned. I 1 and I 3 are very much pleased, as it cuts their job in half.

I 1 I 3 (-) 48V current

No.4: "I 1 has got a test box up there that's no good. Every time he plays with it, he blows a fuse, but he still keeps on monkeying with it."

4 (-) I 1
(-) I 1 & current

A.C.M. 12-16-31 Cont'd.

7, 8, and the trucker put on a boxing match in the back of the room. 8 held the door closed while 7 and the trucker were boxing. 9 had a great time cheering them on.

S 1: (To obs.) "Say, the trucker is fast, isn't he? Did you see the way he laid that one in?"

Obs: "Yes, he handles himself well."

- - - -

6 is telling some true story about married life.

No.6: "I guess I'll shut up now. I don't want to spoil you guys. You won't be thinking about anything else if I keep on."

No.5: "Aw, you aren't telling so much."

No.6: "Listen, I've had plenty of experience. I've been married five times, so what I know don't amount to anything."

Afternoon

7, 8, 9, and S 4 all took time out to admire a girl who is sitting across the way.

No.9: "Well boys, I'll tell you. That girl has got what I call voluptuous hips."

No.8: "What did you call them?"

No.9: "Voluptuous. I don't suppose you know what that is."

8 tries to say voluptuous, but he can't.

No.8: (To obs.) "Say, did you hear what he called that girl's hips?"

Obs: "No."

No.8: "Hey, 9, come here. Stop laughing for a minute and say what those hips are."

No.9: "Oh, I can't stop laughing. I can't bear it any more."

Obs: "Well anyway, I take it that he means they're all right."

7 ← TR
8 ← TR
9 ← TR
9, S, 6 ← TR 7, 8, 9

5 ← 6
6 ← TR

9 ← TR

A.C.M. 12-16-31 Cont'd.

No.8: "I guess that's what he means. I don't know though."

No.9: "I'm all through for the day. Been laughing so hard I feel sick." *9C → work*

- - - -

I 3 is trying to run a test set. I 1 has explained it to him. His Group Chief has explained it twice, but he doesn't seem to understand. 6 is trying to help him hook up the set. 6 doesn't know much about it. They call I 1. He shows them how the set should be hooked up. I 3 goes to the next set, and again he can't get the set hooked up. 6 goes over to help him and they finally have to call I 1 again. On the next three or four sets 6 is able to hook it up. I 3 still has the thing all mixed up.

*I 3 ← work
I 1 A ← I 3 work
I 6 C A ← I 3 work
6 A ← I 3 work*

- - - -

7, 8, 9, and S 4, are ^{*demonstrating a ritual which*} ~~what~~ they call "binging". One of them walks up to another one and hits him as hard as he can on the arm. The one hit makes no protest, and it seems that it is his privilege to "bing" the one who hit him. The object of the game is to see who can hit the hardest. This "binging" is also used as a penalty for something or other. If one of them says something that one of the other ones don't like, the other one will walk up and say, "I'm going to bing you for that." The one who is getting "binged" usually complains about being hurt, and he says, "That one was too hard. I'm going to get you for that one."

7 8 9 S 4 ← binging

- - - -

No.5: (To G.C.) "How about this bum wire we've got."

*6, 5 ← work
6, 5 ← G C A*

No.6: "Yeah, it's a good thing youse guys don't have to use this wire. If you did you'd see that it was better."

No.5: "Look at this. These wires haven't been skinned at all."

G. C: "If you want perfect work, why don't you do perfect work yourself?" *G C → wire*

Section Chief 2 came into the room and says to observer: "How's things going?"

Obs: "O.K."

No.5: "Why don't those fellows of yours skin these wires?"

5 work ← 7 S C 1 A

S. C: "Are they coming bad?"

No.5: "Yes, I got a whole bunch of them in this cable."

S. C: "Well, you've got plenty of time. There's not much to do. We're running way ahead of the schedule. I guess it'd be better if we transferred those fellows down to the Teletype job."

No.5: "Are some of them really going down there?"

S. C: "Yes, their names have gone in, but they haven't been notified yet."

No.5: "How's chances of getting in on that. I've been on this job two and one-half years. That's long enough. I'll go nuts if I have to stay on it another year."

S. C: "I don't think you got much chance. We're not allowed to touch you fellows in here, that is, not for awhile, anyway."

No.5: "I'd sure like to get down there. I hear they're working forty-eight hours a week. I could use the dough."

S. C: "Well, I don't know how steady it would be. It's an assembling job. It might not last long."

No.5: "Well, I could always come back here, and anyway, if it lasted a year things might be entirely different then."

S. C: "Well, I don't think you've got much chance."

No.5: "Well, would you mind speaking a word for me? I'd sure like to get that job."

S. C: "Oh sure, I'll speak a word for you."

It appears that the supervisors in 47 have accepted the idea that they must keep hands off the test room. This is probably due to the observer's insistence that the continual shifting of employees from one job to another which is practiced in the department be done away with. We did not intend that a "hands off" policy should be carried into practice. We talked this problem over with [REDACTED] and he has agreed to talk to [REDACTED]. He called [REDACTED] and partially explained our position, as [REDACTED] is off, due to his mother's illness.

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Thursday.
December 17, 1931.

Morning

8 is wiring.

The Group Chief is taking the count of yesterday's work. When he gets back to position 9 he finds that 9 is not in the room.

G. C: (To 7) "How many rows did 9 get yesterday?"

No. 7: "I don't know. I guess it was 8 and 7."

No. 8: "No, I think he got seventeen or eighteen altogether."

G. C: "I wonder how much of that he wants to turn in."

No. 7 and 8: "Don't know."

G. C: "I guess 3400 is enough. He probably is behind from yesterday. There is no daywork today." (This last to observer)

Obs: "Where is 9?"

G. C: "He went in to ask the old man to cancel some stock. He's got to pay for his car some way."

9 came back in a few minutes.

No. 9: "Well, the stock market will go to hell now."

No. 7 and 8 come over and question 9.

No. 9: (To obs.) "Well, I'll get my car fixed now."

Obs: "Is there much trouble in cancelling stock?"

No. 9: "The old man wasn't there. The assistant foreman didn't say anything."

Obs: "Did you say the old man wasn't there?"

No. 9: "Yes, and it's a good thing too."

Obs: "Why?"

GC ← 9 reported
output.
9A ← 7 reported
output.

9 ← 3 stock cancellation
78 ← 7 9A stock
cancellation

AF ← 7 9 stock cancellation
F ← 7 9 stock cancellation

A.C.M. 12-17-31 Cont'd.

No.9: "Oh, he'd have asked a lot of questions about it. I'll probably get a good lecture when he does find out."

Obs: "Is your car going to take all of it?"

No.9: "I don't know how much that's going to cost. It won't take all of it, though. The whole front end of the thing is wrecked. It's gotta have a new wheel, a new fender, the rods in the steering apparatus. I suppose it will cost plenty. I'm gonna have it done as cheap as I can, though. I can't expect to live on what I'm making here anyway."

No.9 starts work again. He calls to 7. They hold a quiet conversation. We infer from this conversation that 9 will probably obtain more money through cancelling his stock than will be necessary to repair the car. We wonder which way the wind will blow us, and if this is not a reaction to a rather strict financial program.

- - - -

3 - S 1 - 1 - 2

The group in the front of the room are having quite a heated argument which seems to involve movie star's salaries, and salary paid [REDACTED] S 1 has made several statements about the amount certain people receive which was contradicted by 3.

S 1: "I suppose you're gonna tell me that I don't know what [REDACTED] is getting."

No.3: "[REDACTED] gets \$400. a week."

S 1: "Oh you're crazy. And how much does he get on the Lucky Strike hour?"

No.3: "He don't play on the Lucky Strike hour."

S 1: "Oh that's so; I didn't hear him last Tuesday."

No.3: "I don't care if you didn't hear him last Tuesday. I tell you he isn't playing on there anymore."

S 1: "All right, I don't know anything, then. You guys know it all."

- - - -

34-751

A.C.M. 12-17-31 Cont'd.

Section Chief comes down and finds S 1 soldering with no goggles. He stops S 1 soldering and S 1 spends about five minutes hunting for a pair. He has mislaid them. S 1 grumbles about wearing glasses as he hunts for them.

S 1: "I don't know where the hell those glasses are. I suppose one of you guys hid 'em. There ain't no sense to wearing glasses anyway. I soldered for four years before they ever thought of glasses. Now you've gotta keep 'em on. There ain't no solder goin' to splash in a fellow's eye. That's just the damn fool notion somebody's got. I've gotta go around here all day in a fog, just because some damn fool wants us to wear goggles."

S. C: "Never mind why you've got to wear 'em, just get 'em and put 'em on."

No.2: "I worked on a job for three years where I had to wear goggles and it didn't kill me."

S 1: "Yes, and I suppose you wore them all the time."

No.2: "Well maybe I didn't, but it didn't hurt me to wear 'em when I had to. There's one thing you've got to remember, S 1. Do you hear that? Don't do as I do -- do as I say. Get that?"

S 1: "Why don't you guys wear glasses when you fix repairs?"

No.3: "We don't have to put them on for that little bit of soldering, but you're a solderman. You've got to wear 'em."

S 1: "Aw, you guys are all a bunch of damn fools."

- - - -

S. C. - 2 - Obs.

S. C: "Say, 2, where's that playing card catalog?"

No.2: "It's up there on the front bench, back of those boxes."

S. C: "Those cards look pretty good, all right. What's the price of them?"

No.2: "I've got the prices that I can get them for marked right on the card. Those cards have got those Bicycle and Peau-Deau cards beat for quality, and the price is only about one-third."

SCA -> S1 goggles
S1 -> goggles

S1 goggles -> other

2 -> goggles

2 -> S1

3 -> S1

2 -> Playing Cards

SC -> 2 Playing Cards

A.C.M. 12-17-31 Cont'd.

S. C: "Those are good, all right. The last cards I bought was when that newspaper was selling them cheap, but I've got to be getting some more."

No.2: "Let me know whenever you want anything, and I'll get 'em for you."

- - - -

8 - 9

No.8: "How long are you going to be on these two units, a week?"

No.9: "No, you can't tell. I might finish them today yet."

No.8: "If you're done inside of a week you'll be doing well."

8 <—> 9 work

No.9: "I'll tell you what I'll do. I'll finish these two units tomorrow night."

No.8: "I'll bet you a half a dollar you don't."

No.9: "Make it worth my while and I'll bet you."

No.8: "All right, I'll bet you a dollar you don't."

No.9: "Let's see. No, I don't think I'll bet you, but I'm going to try to do it anyway."

Obs: "Why did you change your mind?"

No.9: "I feel a little too good today. I'm afraid that by this afternoon I'll feel so good I won't work. But I think I can do it."

9 <—> work

Previous to this 8 had told the gang boss to give 9 these units, which are a little more difficult than the rest. He said, "He's gotta get used to them sometimes, he might as well start now."

- - - -

Afternoon

The gang in the rear of the room has been doing a lot of fooling this afternoon. They have been "binging" each other and 7 and 8 have been boxing with the trucker. When 8 and the trucker start boxing 7 notices that the door is open.

A.C.M. 12-17-31 Cont'd.

No.7: (To 9) "Hey, 9, close that door."

9 runs over and holds it shut. 8 and the trucker finish, then 7 comes over.

No.7: "I'll show you how to put over that 1 - 2." They spar around for awhile, and as they are sparring ...

No.8: "Look at 'im work. Come on. Get hot. Smother 'im. That's it. There's one that went home." (As they finish) "Boy, you loosened up on him that time."

- - - -

There was quite a bit of excitement after [redacted] came down with orders for four of them to go to the hospital this afternoon. The conversation throughout the group was confined to hospital examination. There seems to be a general dread of the recto examination. Most of their conversation was confined to that. 6 went to the hospital a few minutes ago rather reluctantly. He made the Group Chief write out just what he was to say to the girl.

G. 6: "Can't you tell her that you're from the men's testroom from 6347 without me writing it out?"

No.6: "No. You write it out. I don't want to get mixed up."

- - - -

The inspection group chief entered the room. [redacted] has evidently asked that two inspectors be sent up for interview tomorrow. The group chief writes out a detailed instruction for each one. He is going to have an inspector come in and take their place for the hour and a half that they are gone. In his explanation to them he said,

"I didn't think you fellows were going to be in on this study, but I guess they think just as much of us as they do the operators. Now don't you fellows forget. Be up there on time, and I'll have someone in here to take your place."

- - - -

9 - I 1 - obs. (Grouped around the observer's desk)

No.9: (To I 1) "Do you know everybody is a little crazy on some particular thing? There isn't anybody that's absolutely sane."

8 9 4-7 TR
7 4-7 TR

GC 4-7 TR

IGC 4-7 TR
IGC 4-7 TR

A.C.M. 12-17-31 Cont'd.

I 1: "I don't believe that."

No.9: "Yes sir, that's true. I've read it time and again."

Obs: (To 9) "Does that mean that you are a little off?"

No.9: "Oh me? I'm a whole lot off."

Obs: "How do you know that?"

No.9: "Oh, just by the peculiar things I do. My general behavior would indicate that I'm worse off than most of them. I'm always doing things that nobody else would do."

9<-7I1

9<-79

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Friday.
December 18, 1931.

Morning

G. C. and obs.

G. C: "Say, I've got to change these fellows around. I've got to bring somebody in from the other room. Will that make any difference to you?"

Obs: "Why is it necessary to bring somebody in from the other room?"

G. C: "Well, 6 says his finger is sore and S 4 has got sore fingers, so I'm going to put S 4 in the other room wiring blocks and let 6 solder for him, and then bring the block man in here and let him wire for 6. That's about the only way I can work it and keep them busy."

G C A ↔ TR work

Obs: "Oh, I see. 6 can't wire and S 4 can't wire."

G. C: (To S 4) "Your fingers are sore, aren't they?"

S 4: "Yes, I broke this finger nail."

G. C: "I'm afraid to let 6 wire anymore for fear his fingers will get so that he has to go to the hospital."

Obs: "Well then that's about all you can do."

G. C: (To S 4) "You go in the other room and tell dash to come in here and then you take his job."

G. C: (To obs.) "That'll be just for today. Monday they'll be back where they belong."

- - - -

G. C. - 7 - 6.

(. soldering

G. C: (To 7) "What's this daywork for?"

No. 7: "Waiting for solderman."

G. C: "You didn't wait that long."

No. 7: "Yes I did too. I was waiting three different times."

G C A ↔ 7 day work

A.C.M. 12-18-31 Cont'd.

G. C: (To 6) "You see to it that these guys back here don't get any solder time today. They've been getting away with murder lately."

No.6: "Don't you worry. They won't get any time on me."

G. C: "Well, if you don't do anything else all day, see that you keep those guys busy."

No.6: "I'll keep 'em going."

- - - -

G. C. - obs.

G. C: "I hate to be putting so much soldering time on this sheet. That reflects back on me."

The Group Chief has been assisting us by giving us a list each morning of the daywork allowed for each operator in the group and the reason for the daywork allowance.

Obs; "What do you mean, it reflects on you?"

G. C: "Well, it's my job to see that each group has a solderman that will keep them busy, and if you should let the Foreman see this list I've given you, he'd raise hell."

Obs: "Well, the Foreman will never see that unless you show it to him."

G. C: "Oh, I didn't know. I thought maybe you might give him a report."

Obs: "That will never happen. This data that I am gathering and the material that the interviewer gets will never be used any place except in our division. We look upon the things we see and hear in this group as being just as confidential as the material that we have been getting in the interviews for the past three years. I can promise you absolutely that you will never be embarrassed in any way."

G. C: "Well, I'm glad of that. I was a little bit afraid that you had to let the Foreman know what went on."

- - - -

S 1 - obs.

S 1: "How about getting these irons up in front fixed?"

GC # 76 SW
GC 76 W

GC 76 W

GC day work -> FA

GC -> strictly confidential

A.C.M. 12-18-31 Cont'd.

Obs: "Why don't you tell that to the Group Chief?"

S 1: "Oh hell, he won't pay any attention to it."

*Obs # 7 SI sitting in
SI sitting in (to) CC #*

- - - -

About 11:00 o'clock.

7 and 9 are both back from the hospital. They say they feel rotten because of that physical examination. The entire group is talking about the examination. There has been a general air of excitement this morning. They have been kidding the four men who are going to have a physical examination. The inspector went up for an interview and a new man was put in his place. The bank repairman was out repairing banks on both of 9's units. He spent more time talking to the observer and 9 than he did working.

TR ← Hospital Exam

Afternoon

2 stopped work about ten minutes before he thought he was to go to the hospital, after fooling around about five minutes he suddenly discovered he was to be there at 1:15 instead of 1:30.

- - - -

S. C. - obs. - 9 - 7- 4 - some others.

The Section Chief came in the room. 9 and 7 both told him that the examination had knocked him out.

SC ← TR Hospital

S. C: (To 9) "What did the doctor tell you?"

No.9: "He said I'm a physical wreck. He said that If I get out and exercise more I'd have more ambition. He said I was soft."

S. C: "You didn't have to go over to the hospital to find out that you didn't have any ambition, did you?"

No.9: "No, I knew that."

Section Chief walks down and talks to 2 for awhile. He also talks to several others in the front of the room. The he comes back to the observer's desk.

S. C: "What is this physical examination that they get over there anyway?"

A.C.M. 12-18-31 Cont'd.

Obs: "I understand it's a very complete examination."

S. C: "It sure must be. What's that recto examination for, anyway? What are they supposed to find out by that?"

Obs: "I don't know exactly. Don't any of the fellows know?"

S. C: "They don't seem to know anything about it, but I don't see what they can find out by that. They must get something, though."

- - - -

The Group Chief is ordering another clean-up. He has decided this week that every man must clean off his own desk. The brush and scraper are being passed around from one to another. 7 objects to cleaning his desk.

GCAE → TR clean up

No.7: "Why don't you let 9 do it? That kind of a job is good for him."

9 ← → 7

No.9: "That job is just as good for you as it is for me. It will do you good to scratch that solder off."

The group were gathered around the observer's desk making out their bogey charts.

GCAE → TR grouping to make out bogey

12-19

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Monday.
December 21, 1931.

Morning

9 and 7.

No.9: "Oh say, 7, I got a new word when I was reading last night."

No.7: "What was it?"

No.9: "Diagnostician."

No.7: "Oh boys, is that a word. What does it mean, anyway?"

No.9: "It's one who diagnoses something."

No.7: "Tell that word to 8 before you forget it."

No.9: "Don't worry. I won't forget it."

No.7: "I've got to start reading some of those books and see if I can't get a few words."

- - - -

The observer enters the room about 11:30.

7 and 9: (In chorus) "Say, did you see the old man?"

Obs: "No."

No.7: "He and the assistant foreman were out here looking for you. They wanted to see you about something. They had a big list of some kind."

Obs: "I wonder what they wanted."

No.9: "I suppose we're going to get the air."

No.7: "Yes, I guess it won't be long now."

Obs: "Maybe I'd better go out and see what they want."

The observer went out to the department.

- - - -

9-7
9-8

FR - FF, FF, FF
list.

A.C.M. 12-21-31 Cont'd.

The observer and assistant foreman.

Obs: "Were you looking for me?"

A. F: "Yes, the old man wanted to see you, but he's gone now. I guess he wanted to show you the list of fellows we've picked for transfers to the telotype job. We put three of your men on the list. They were 5, S 1, and either 3 or 2." (The observer is not sure of the third one.)

Obs: "Oh, that was what he wanted."

A. F: "Yes. He wanted to tell you that you are liable to lose those fellows. I sent up a list last week and I just took some of the wireman out of here and it came back. They wanted somebody a little older who had gumption enough to learn a new job. You see we weren't originally included in this transfer at all. They wanted adjusters. When the foreman heard of it, he went up and told them that if they ever had any use for wiremen he'd like to give his men a chance, and then last week they sent down and asked for a list of wiremen that we could transfer. I don't know whether it would be any better than we've got here. 5 wanted to get out there because they're working 48 hours a week. Somebody called me up last week and told me that you fellows didn't want to stand in the way of any of those boys out there being promoted. I don't know whether this is a promotion or not. It might work into something. At any rate we've got some of our best men on the list now. It will hurt our earnings when they are transferred, but we've got to put up with that."

AF ← transfers

F ← wireman

AF ← left camp
adjusters

Obs: "Do you think they will transfer them?"

A. F: "Oh, I think so. They haven't notified any of them yet. That's usually done by the big guy upstairs, and we don't say anything to them unless we're usually absolutely sure."

AF ← notifying
people upstairs

- - - -

Obs. - 8 - 9 - 7.

The observer enters the test room.

No.7: (To obs.) "Well, what did he want?"

No.9: "Yeah, are we going to get bounced?"

Obs: "The old man wasn't there; he'd gone home."

- - - -

A.C.M. 12-21-31 Cont'd.

Mr. Wright went down to talk to the Foreman this morning. He returned saying that the Foreman understood that we would not stand in the way of transfers for any of the test group.

- - - -

9 has had seven cable reverses today.

No.9: (To G.C. as another wireman calls him to fix another reverse) "What, another one? This is the seventh one today. That's an hour and a half daywork."

G.C. ↔ 9 cable reverses

G. C: "Where have you fixed seven reverses?"

No.9: "There were four on 5's unit, two on 4's unit, and one on 2's unit."

G. C: "I'm going to see."

No.9: "There they are marked on the sheet."

G. C: "Yes, there's seven all right, but you didn't take any hour and a half to fix them."

No.9: "Yes I did."

G.C. ↔ 9 Daywork

G. C: "All you're looking for is daywork."

No.9: "Yes, and then I've got daywork for waiting for the inspector. You saw me when I was sitting down over there."

9 ↔ Daywork

G. C: "Yes, I saw you sitting down a few minutes."

No.9: "Well, I wasted at least a half hour."

Afternoon

S 1 and 2.

S 1 and 2 almost had a fist fight at 3:30. The observer was standing in the rear of the room watching the group. S 1 was filing his iron and 2 was sitting down. Evidently S 1 said something 2 did not like, for he jumped out of his chair and walked quickly to the Southwest corner of the room.

A.C.M. 12-21-31 Cont'd.

No.2: "All right. Come here and start something."

S 1 walked down.

S 1: "You start something if you think you can."

No.2: "You've been looking for trouble all day. Now start something."

S 1: "Go ahead and start it if you want it."

I said something to S 1 and they both walked away.

- - - -

I 1 and the observer.

A little later I 1 came back and was standing there talking to the observer.

I 1: "We almost had some excitement."

Obs: "Yes, what was it all about?"

I 1: "You see, they've been having trouble all day. This morning S 1 was monkeying around and 2 had to wait for him. He got sore because he had to wait so much and he told S 1 that he was gonna keep him going until 4:15. They were just chewing the rag about it when S 1 was filing his iron. S 1 said something that got under 2's skin. That job of wiring gets on your nerves every once in a while, especially when things don't go right."

S 1 <-> 2 work
S 1 <-> 2 ✓
1 <-> 2
1 <-> S 1

REPORT OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Tuesday.
December 22, 1931.

Morning

The group as a whole appears to be out of sorts this morning. They are arguing among themselves, kicking about their wiring, crabbing because the inspector holds them up. The Group Chief also says he doesn't feel very well.

TR Attitude 4-7 work

- - - -

The group in the rear of the room seems to be working very fast this morning. I 3 can't keep up with them.

No.6: (To G.C.) "How about getting a new inspector in here? We can't turn out any work with this guy."

5 1/6 work 4-7 13 work

No.5: "How about some service? I've turned out five rows and I've had to wait five times. If this guy can't do the work why not get somebody that can."

G. C: (To obs.) "I'm gonna have to get that guy outta here. We can't put up with that. I'm gonna see the boss now."

GCR 4-7 13 work

- - - -

S 4 - 7 - Group Chief

I 3 came over to inspect a level on one of 7's units.

No.7: (To S 4) "You didn't solder this level, did you?"

S 4: "Sure, that's soldered."

S4 4-7 wire

No.7: "Well, there isn't any solder on the wires."

7 4-7 wire

S 4: "Well then the wire's no good. I soldered it."

7 rolls up a group of wire and turns to the Group Chief.

No.7: "Here, I'm not gonna use this wire. It won't take solder."

G. C: "All right." (To obs.) "These guys could solder that wire if they wanted to. They just don't want to take the time. Some wires are a little harder to solder than others, I guess. It's pretty hard to tell them what's what when you don't know. I kind of hate to tell 'em they gotta use that wire, because I

GCR 4-7 13 wire

GCR 4-7 wire

A.C.M. 12-22-31 Cont'd.

never wired and I don't know how hard it is to use it. I'll take this back but I suppose I'll catch hell in the other room."

GC ←→ A other room

- - - -

The Group Chief comes back with Group Chief 2. Group Chief 2 walks over and picks up a roll of wire that has been discarded by one of the group. He picks it up and looks at it, and then brings it over to the observer's desk.

GC2 ←→ wire

G.C.2: "Now what's the matter with this wire? Not a thing wrong with it. These guys are just like kids. Shove all their bum wire in there for the other fellows to use." (To Group) "Listen, you guys, after this when wire comes out here you use it up."

GC2 ←→ TR wire

Several in Group: "Yeah, you send out all the tough wire and then tell us we gotta use it up. How can we make our bogey with that kind of wire?"

TR ←→ Dept wire

G.C.2: "You're not getting any worse wire than anybody else. Wire can't be perfect, I know that, but if you guys 'd use it up you wouldn't have so much."

TR wire ←→ Bogey

No.6: "Well, why don't you let those guys in the other room use some of it? Your guys out there pick out all the good spools and then you send us the rest."

G.C.2: "No they don't. They use the wire just as it comes and when they get a spool that's got a few bad places in it, they use it up."

No.6: "What do you know about wire? You oughtta get in here and wire for awhile. If any of you bosses would wire for a day you wouldn't be out here trying to tell us to use wire that's no good. You'd know what we're up against."

6 ←→ Col knowledge

G.C.2: "I've wired when everybody thought 1400 a day was a good day's work."

No.6: "I suppose you're gonna tell me you wired here when they used to skin the wires with flats."

G.C.2: "No, I didn't wire then."

No.6: "Well, if you know so much about wire, come here and tell me if this is any good."

They unroll about fifty feet from the spool 6 has on his bench.

A.C.M. 12-22-31 Cont'd.

G.C.2: "No, that isn't so good, but you don't get a spool like that very often. When you get a spool like that let me know." (To obs.) "You've got to watch that machine out there like a hawk. A spool of wire never runs the same. Sometimes it's a little thin, and then it leaves some ragged insulation. If the wire is heavy it nicks it. We keep it running the best we can."

GC2 → 7th
mach

No.6: "When you want to know something about wire, come out and ask me. I've used up more bum wire than any of these guys in the place."

Group Chief 2 leaves.

- - - -

There hasn't been much of any talk in the front of the room this morning, except while Group Chief 2 was trying to convince them they must use poor wire. S 1 seems to be sticking to the job. We don't hear any of the razzing that usually goes on up there. S 1 and 2 are not talking to each other.

- - - -

At 11:00 o'clock I 3 is down again.

No.5: (To G.C.) "I wired fifteen levels and I waited fifteen times."

56789 → 13 level
56789 Day work → GC

No.6: (To G.C.) "I've got an hour and a half waiting time this morning."

No.9: (To G.C.) "I've got two hours coming."

G. C: "What have you got two hours for?"

No.9: "I've fixed five reversals - that's an hour; then I got an hour waiting for the inspector."

G. C: "You guys all give me a pain with your daywork. It's always the bum workers that want all the daywork."

7, 8 and 9: (in chorus) "Well, how are you going to work when you've got a guy like this around? You just get started and then you gotta go over and set down and wait."

GC → Day work

G. C: "I know, but you don't have to turn in daywork for each minute you sit down."

No.8: "You should try to get in here and make the bogey when you've gotta work like that."

8 Bogey → 13 level

- - - -

A.C.M. 12-22-31 Cont'd.

Observer and I 3.

Obs: "The boys are kind of making it tough for you this morning, aren't they?"

I 3: "Yes, but I can't do anything. I don't know what's the matter when that thing don't buzz. Well, that's what they get when they put a man out here without any training. I ran selectors in the other room, and when I come out here they put me on connectors."

*Training
I 3 → work*

Afternoon

About 1:45. I 3 ran into two more reverses that he could not find. He is now so far behind that four wiremen are sitting along the radiator watching him. He is standing by one of seven's units waiting for I 1 to come back and find the trouble.

I 1 work → I 3 work

No.5: "Come on down here and work my unit while you're waiting."

TR → I 3 work

No.8: "No, come on over and work mine."

The inspector unhooks the set, starts back towards 8's unit. 6 and 5 both call to him to come down there, and so he turns around and goes down to 5's unit.

No.7: "Hey, inspector, you can't walk off on me like that. That's no way to treat me."

He continues down to 5's unit. The group all thought this was an immense joke. The inspector is so befuddled that he don't know what he's doing. I 1 came back to see what was the trouble with 7's unit while the inspector was on 5's. The inspector started to unhook his set in the middle of his test to come back. 5 urged him to stay there, and the rest all called to him to come to their unit. He finally finished the unit.

No.7: "That's the kind of a guy you are. Walk out on a fellow, after you start his unit." The group all laugh.

No.6: (To G.C.) "Well, I got four hours waiting time now."

TR 2nd unit → G.C.

No.5: "Well, I did twenty-five rows and I waited twenty-five times."

A.C.M. 12-22-31 Cont'd.

G. C: (To obs.) "I can't do anything about this inspector. I talked to his gang boss and told him he'd have to get somebody else out there, and then I talked to the Section Chief. I suppose I better go and see the Assistant Foreman."

GCA → I3

Obs: "The boys sure did have him all mixed up for awhile there."

G. C: "Yes, if they'd kept quiet and left him alone he'd a got along better."

GCI3 → TR

Section Chief and Group Chief 2 came into the room to inspect the wire. The group showed them a couple of rolls that were very bad. They had about the same sort of argument that they had this morning.

G.C.2: (To obs.) "Gee, that guy 6 is noisy. You can hear him above all the rest. You see this is a pretty hard boiled bunch of kids. You have a hell of a time doing anything with them. I remember back when we started this job. I had about seventy-five lads just like 9. There wouldn't a one of them work. They were paying us 15% that we weren't earning. Gee, that gang could do more things wrong. They reversed levels. They used the wrong banks. They kept me going from one to the other all day long, and then I didn't catch half the stuff they did wrong. At that time we had a repairman out in the department that was kept busy all day long making repairs. That was in addition to the repairs I made the fellows do themselves. It was sure tough in those times. A supervisor's job in these times is the snap, because these fellows are really pretty good kids, and when you're turning out 6000 connections a day, you've gotta have the wire pretty good or you're going to be in the hole. I realize that, but they're being allowed 3% for defective material in the rate so there's nothing we can do about it if the machine goes wrong. I worked and worked with that machine. There was one time we had only two sets of knives. We sure did turn out bum wire then, because a knife has got to have just the right edge on it to skin that wire. This guy 9 is about the only one we've got that's no good." (To 9) "How much are you turning out now?"

GCI2 → 6 noise

GCI2 → TR

GCI2 → 11/24/31

GC → Defective wire

GC → 11/24/31

GC → 9 work

No.9: "Oh sometimes 32,00, 3400, and if I really feel like working 4000."

G. C: "You ought to be turning in your 6000 now."

No.9: "Well, I'll never be able to do that."

G.C.2: "You're one of these guys that isn't smart. How do you think you're ever going to amount to anything?"

A.C.M. 12-22-31 Cont'd.

No. 9: "Oh, I don't know. I don't know whether I want to amount to anything here. And besides that, I think I've got the average intelligence."

G.C.2: "Well, you haven't. If you were smart you'd dig in there and turn out all the work you could. How do you think we're ever going to promote you? If they were looking for a man in another department for a good job we could never give it to you. They'd run you back just as fast as you got in the new department. If you were smart you'd be going to school. A wise guy doesn't wait for somebody to tell him to do something. He goes ahead and does what he should do. Right now when things are slack you've got every evening in the week and Saturday and Sunday to study. If you really wanted to make something of yourself you'd be studying."

No.9: "I'll be going to school next semester, but I was never made to work."

G.C.2: "Well, you haven't got brains enough to get by on what you know. There's two kinds of guys; the smart guys that can get along on their brains, and the other fellows that's got to work. You're one of the guys that's gonna have to work, and you might as well make up your mind to it."

No.9: "Oh, I'm not so sure of that."

G.C.2: "Well if you're smart, why don't you go out and get a job where you don't have to work?"

No.9: "Maybe I will some of these times. You can't get a job of any kind now."

G.C.2: "If you were as smart as you think you are, you could get a job. I know where you'll be ten years from now. You'll be right at that bench putting on wires."

No.9: "I will like hell. If I'm putting on wires ten years from now I'll be very much surprised."

G.C.2: "Well, you'll never get anything else the way you're working. The only thing you'll get is the air."

No.9: "Well that'll be too bad."

G.C.2: "The way to get along is to work hard and get yourself a better job. The way you're working you'll never get anywhere."

No.9: "I wouldn't take any other job around here. There isn't a job in this plant that I want."

G.C.2: "Well don't worry, you'll never get any." He left the room.

A.C.M. 12-22-31 Cont'd.

8 came over to 9.

No.8: "What did he tell you - that the way to get ahead is to work?"

8 ← 79 CC 2 work

No.9: "Yeah."

No.8: "Well he sure must have been an awful loafer. He's been around here twenty years and he's still a group chief. If that's the way to advance around here, I don't want it."

8 ← 79 CC 2 advance

No.9: "I almost told him that. That would have shut him up."

9 8 ← 79 CC 2

No.8: (To obs.) "Gee, I love that guy."

No.9: "So do I."

The Group Chief comes back. The gang are all telling him how much daywork they're going to get. He doesn't have any answer for them.

G. C: (To obs.) "The way banks are running and this wire I'll be crazy. This guy, G.C. 2, gives me a pain. He's always butting his nose in some place it don't belong. I was talking to him one day out in the other room and he went over and bawled one of my men out. If they got a bawling out coming, I think that should be my job. The blockman out in the other room think that they're working for him. I went over and told one of them to do something the other day, and he told me he thought he was working for G. C. 2. Group Chief 2 goes around and takes up their count every night so they think they're working for him. There isn't a job in this place but what he's got his nose into it. He can't be as good as all that, or he wouldn't stay on the same job all the time. Maybe I am a little too easy on my fellows, but I'd rather be that way than have them all down on me the way his men are."

G C A ← 79 CC 2 R

G C ← 79 CC A

No.9: (To 8) "It's a good thing you didn't bet me this morning that you could turn out 7000 today."

8 ← 79 CC 2 work

No.8: "Well, I don't know, I've only got twelve rows to go."

A.C.M. 12-22-31 Cont'd.

About 4:00 o'clock.

Obs: (To 8) "Well, how many did you get today?"

No.8: "6600 for you. 5300 for Group Chief. He don't see those records that you keep, does he?"

*8 to 7 repeated
admitted*

Obs: "Nobody in your department sees anything that I keep."

No.8: "I thought that was the way it was."

- - - -

Insp: (To obs.) "This fellow doesn't seem to catch on to this job at all."

Obs: "Is it a difficult job to learn?"

I 1 to 7 12 am

I 1: "No, it shouldn't take any time to learn it."

Obs: "I 3 was on selectors in the other room, wasn't he? Is there much difference between selectors and connectors?"

I Selector to 7 1 am

I 1: "The only difference is in hooking up the blocks. You shoot the trouble the same. If you can shoot trouble on selectors you sure ought to be able to do it on connectors. He was on selectors in the other room about two months. The fellows in there had him down most of the time. He's really been on the job long enough in this room to learn it. I don't know what makes him so slow."

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Wednesday.
December 23, 1931.

Morning

The usual razzing is going on in the front of the room. S 1 and 1 are particularly involved. S 1 is not talking to 2. 2 does not seem to be talking to anybody. We wondered if this added chatter between S 1 and 1 does not act as a compensation for the antagonism which has developed between S 1 and 2.

- - - -

I 3 is working hard this morning to keep up. At 9:00 o'clock is just about keeping the wireman going. They occasionally call for him to hurry.

10:00 A.M. 5 and 6 are calling for the inspector. They are arguing between themselves as to who should get him first. While they are arguing an inspector comes in from 49. He asks the observer if he can talk to I 3. He showed I 3 a trouble sheet and they talked a few minutes and then he went out. About five minutes later he came back and called I 3 out of the room. I 1 came back and told us that they had found two crossed solders and three poor solders on one of I 3's units, as it was going through the operation test. The crossed solders are very serious defects.

I 1: "They told this guy that if he got any more defects that they'd give him the gate, so I suppose he's out there catching hell for it."

No.7: "He's got a whole raft full of units that just were inspected by him visually. Wait till they get the trouble on that."

No.8: "Well, that was when the test box wouldn't work."

I 1: "Test box, hell. That test box would have run all the time if he'd known how to run it."

Just then I 3 came back into the room.

No.6: "Well, did you catch hell?"

I 4 had a sheepish smile on his face. He did not appear to answer.

- - - -

I 3 ← 7 units

I 49 ← 7 #3

I 1 ← 7 I 3 units

I 1 I 3 units → A

7 I 3 units → A

8 ← 7 I 3 units

I 1 ← 7 I 3 units

A.C.M. 12-23-31 Cont'd.

We have noticed lately that 7 has an enormous appetite. At about 9:00 o'clock every morning he goes to his locker and gets a big sandwich. At 10:00 or 10:30 he gets another one. At noon he usually orders something brought in by the lunch boy. Yesterday it was two big sandwiches and a bottle of milk. He started to eat the sandwich before noon.

Obs: (To 7) "You won't have anything to do during noon hour."

No.7: "Oh, we're going out and eat. This is just an appetizer."

In the afternoon 7 usually eats two or three apples. 7 apparently enjoys these lunches. Whenever he gets a sandwich or an apple he always sits down in a very comfortable position and stays there until he is finished eating. That is, unless the door of the test room opens very suddenly. He is quite clever at getting out of a chair. He can accomplish this without appearing to hurry, and yet in no time he is in a working position.

Afternoon

About 2:00 o'clock.

Obs: (To G.C.) "I 3 seems to be doing pretty well today."

G. C: "Yes, he's going along all right today. He didn't have hardly any reverses. Those reverses the other day were what stuck him. You know those reverses were partly my fault. I should see to it that that fellow on blocks does a better job. Funny about him, he was going along doing good work, and then all of a sudden he went wrong."

No.8: (To obs.) "Say, can they ~~kick~~ ^{take} any of us fellows out of here?"

Obs: "Surely. You have the same chance of being taken out of here as though you were in the other room."

No.8: "I wondered about that. The assistant foreman and the foreman of 49 came in awhile ago and asked four of us about our education. I guess we're going to go, all right. Don't you think so?"

A.C.M. 12-23-31 Cont'd.

Obs: "I don't know any more about it than you do. All I do know is that we are not confining any of you to this test room. If your foreman or assistant foreman think you should be transferred, you will hear about it."

Obs - STR change

No.8: "Well, what is the purpose of this study?"

Obs: "We are simply trying to understand the things that go on in a group of workers. Your department goes on the same as it did before, and I am here to record the things which go on. Everything that I record is kept on file in our division. There is no possible chance that the things I see in here will ever get to the Operating Branch in any way so that they will embarrass you."

No.8: "Oh I see. But I was wondering how you could study us if we're transferred."

Obs: "Well that handicaps us some, but we don't feel that it is necessary to hold you to this job if there is an opportunity for you to get one that you will like better."

8 - Transfer to test

No.8: "I don't know whether this telotype job will amount to much. Maybe it won't last long, and then we'll have a hell of a time getting back. I understand they pay \$.72 an hour and they're working forty-eight hours."

Obs: "Is that so?"

No.8: "And then too, I hear that they only pay \$.63 an hour. Let's see, how much does that make?" 8 figures up that \$.63 an hour would be about the same pay that they're getting here. "Yes, \$.63 an hour would be all right too, because they're working forty-eight hours a week. Well, I don't know, we'll see."

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Thursday.
December 24, 1931.

Morning

At 9:00 o'clock the group seems to be working well.
There is very little talk.

- - - -

Group Chief and observer.

G. C: "I've got to stick around out here quite a bit today.
You can never tell about these guys. They might have a bottle
planted some place."

GCA ← TR bottle

- - - -

Group Chief and 9.

G. C: "Why don't you shake it up a bit? You're gonna have to
work those B banks no matter how slow you go."

GCA ← 9 work

No. 9: "All right. I'm not trying to get out of them. I didn't
know you were holding B banks for me."

G. C: "I suppose not. Well here they are."

- - - -

7, 8, and 9.

No. 7: "What do you want to take them for?"

No. 8: "Yes, you haven't really got them coming."

78 ← 79 B banks CC

No. 7: "2 will be through with his units in a little while. He
should really take them."

No. 9: "Oh I don't care. I got them coming all right."

A little later.

No. 9: "I never will be through with these B banks. He'll be
sorry he ever gave 'em to me before I get through with them."

9 B banks ← GCA

Obs: "When are you going to finish?"

A.C.M. 12-24-31 Cont'd.

No.9: "I'm going to keep these for a week. Let's see, I'll finish them next Thursday night."

- - - -

The Group Chief and 9 have been kidding each other. The observer did not get all of the conversation.

G. C: "Well don't you forget I'm your boss and you'll do what I tell you to do. I'm just as much your boss out here as I was in the other room, and I want you to remember that."

G C A ← 9TR

- - - -

Observer and assistant foreman in the regular department.

Obs: "Did you say that you were transferring eighteen into the telotype job?"

A. F: "Yes, they're all going Monday."

Obs: "Are they all from out here?"

A. F: "They're all from the division. 49 is sending twelve and I'm sending four. I picked out four out here to go first. Well Let's see. Here's the list. These four that are scratched off are going Monday. Then the next bunch have one of your men in it at least. 5 there, .. he wanted to go. A little more money I guess."

Obs: "Let's see who've you got on there from the test room."

A. F: "5, S 1, and 8. They will probably go in the order named. I'm sure glad to get this chance to transfer them. It's going to help us out a lot, and it may mean something pretty good to them too. I understand they're going to train them for maintenance work, that's why they want fellows that know something about adjusting. It will be about the same kind of a job as this movietone maintenance work."

A F ← Transfer

Afternoon

1:30 P.M. The group is starting to fool around. They are laughing, talking, singing. 5 was the first one of the group to want to stop work. He went over to one of the chairs and sat down.

TR ← 7 work

A.C.M. 12-24-31 Cont'd.

G. C: "Hey 5, get back to work."

No.5: "I've got my work out."

G. C: "What do you want to do? Take the whole afternoon off?"

Several of the group razzed the group chief with statements such as:

"Where's your Christmas spirit?"

"Don't you know that Santy Claus comes tonight?" etc.

5 went back to work grumbling as he went.

G. C: (To obs.) "Gee, he's a bull-headed guy. He's the most bull-headed guy we've got out here. Sometimes he makes me sore."

5 stops work. He goes over to 4's unit and talks to him.

G. C: "Look at him now." 5 goes back to work in about three or four minutes. "He don't want to work. The next time he stops, I'm gonna give him a brush and make him clean off all the benches. He won't like that."

5 stopped work in a short time, but he didn't get any brush.

8 quit this afternoon about 2:15 and sat down with a pan of insulators and played with them. Soon the entire group with the exception of 3 had stopped work. 8 went over and helped 3 until he finished what appeared to be the work he wanted to turn out. From then on the entire group did nothing. They matched pennies and nickels all afternoon. The Group Chief stayed with them all afternoon, and after a feeble effort to keep them working he gave it up as a hopeless job.

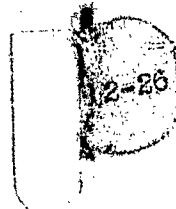
- - - -

A few minutes before 4:00 o'clock the Group Chief and Section Chief came in and shook hands with everybody and wished them a Merry Christmas. The Group Chief was particularly careful not to miss any of them.

- - - -

After 4:00 o'clock. As the boys were going home;

No.3: (To obs.) "Well, Merry Christmas, chief."



RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Monday.
December 28, 1931.

Morning

The observer was working on the quality report when 8 came over and sat down at the desk.

No.8: "Do you keep a record of defects too?"

Obs: "Yes" 1

No.8: "Gee, I'll ^{bet} get the department would like to get ahold of that."

Obs: "There's no chance of that."

No.8: "Well if they did, we'd all be out of a job tomorrow."

The observer is working on the report paying no attention to 8.

No.8: "Gee, I'm all in today."

Obs: "Too much Merry Christmas?"

No.8: "No, I wasn't out so late. Let's see, Friday -- no, it wasn't ...Wednesday, no. When was the day before Christmas anyway?"

Obs: "Thursday."

No.8: "That's it. Thursday night I was out until 4:00 o'clock Friday morning. And then Friday night I got to bed about 12:30 or 1:00 o'clock. Saturday it wasn't so late. About 12:00, and then last night 12:00 o'clock. That isn't so bad, is it?"

Obs: "No. How do you get away with staying out until 4:00 o'clock?"

No.8: "Oh I get away with it all right. The folks kick. I hear about it when they find out how late it was, but I'm of age now, I can take care of myself." "Gee, I've got a headache today. I'm no good at wiring." 8 changed jobs with S 4.

8 ← 7 Accounts
quality Record

8 ← 7 Same hours

8 ← 7 family Subst
of Subst ← 7 work
8 ← 7 54 work

A.C.M. 12-28-31 Cont'd.

The observer left the room for about five minutes. Upon his return:

No.8 & 7: "Oh boy, did we get told while you were gone."

Obs: "What's that?"

No.7: "That guy across the way came in and told us where to head in at."

No.8: "He told us not to make too much noise. It was that little runt 6 that caused it all. He was singing."

The observer walked over to 6's position.

Obs: "What's the matter 6? Didn't that fellow over there like your singing?"

No.6: "No. I guess that guy was drunk last night, and he wants to sit over there and sleep all day."

Obs: "Maybe you should sing a song that he would like. He might like some other kind of a song."

No.6: "Oh, he didn't scare me any. I'll sing again for him. Just wait till I get rid of this snuff."

- - - -

9 was called to the office by the assistant foreman. Shortly after he came back:

No.7: "Well, did you get bawled out?"

No.9: "No. He just showed me how much money I was losing and then he told me to come back here and earn some."

A little later. 5 came back for more banks.

No.5: (To 9) "How many are you turning out now?"

No.9: "Oh, about 3000 or 4000."

No.5: "Then you're losing nine cents an hour."

No.6: "How do you figure that?"

No.5: "Well his rate is \$.37."

A.C.M. 12-28-31 Cont'd.

No.7: "It is like hell. It's \$.39."

No.5: "Well then he's losing \$.11 an hour."

No.8: "Watch him tear, now that he got bawled out."

No.9: "Don't worry. I won't do any more."

No.6: "He's got the same rate as I got." The entire group go over and sit down. "I'd just like to see what would happen to you if ~~you~~ should ever make this an individual gang. I'll bet he would work. Just like I said the other day. We'd make him work."

No.9: "I don't know whether you would or not."

No.6: "Well you wouldn't be turning in any 3000 connectors."

No.9: "Well I suppose I'd get beat up a couple of times and then I'd quit."

No.6: "Well, you'd either work or quit, one or the other."

The Group Chief just then entered the room. The gang got off the chairs and went back to work. He looked around at them but didn't say anything. We have noticed this characteristic in the foreman as well as the Group Chief. There seems to be a pressure against finding the operators sitting down, but if they are caught sitting down and they get up and move toward their position immediately, nothing is said.

We notice that 2 and S 1 seem to have patched up their quarrel.

The Group Chief was sitting at the observer's desk. One of his men from the department came into the room.

E: "Give me an order for two balls of string, will you?"

G. C: "Why didn't you go to the Section Chief for it?"

E: "I did. He only give me one ball, but I wanted two."

G. C: "What do you think I'm going to do now. Give you an order for two? What do you want to do with it, take one of them home?"

8 ← 79 AFA

9 ← 7 AFA

6 ← 79 ~~standing~~ gang

TR ← 79 work

9 ← 7 Group Chief

FA ← 7 TR sitting down

GCA ← 7 TR sitting down

S1 ← 7 2

GCA ← 7 ~~standing~~ string

SCA ← 7 ~~standing~~ string

Emp string ← 7 A

Emp 15 ← 7 ~~standing~~ string

A.C.M. 12-28-31 Cont'd.

E: "No. You know, I want to cut them both up together."

The Group Chief writes up the order.

G. C: "I'll be in a fine fix now if you get caught with those two balls of string."

E: "Don't worry, I won't get caught."

G. C: "You're sure you don't want to take it home?"

E: "No, I've got all the string at home I can use."

- - - -

A visitor came in to see I. He seems to be quite friendly with I, 2, 3, and S I. They are all standing in a group talking. He comes in about every other day and they all seem glad to see him.

visitor 4-7 12351

- - - -

I 3 seems to be doing better lately. He is not holding up the job. Occasionally he is able to shoot a case of trouble. He has not had many reverses during the last two days.

I 3 ← work

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Tuesday.
December 29, 1931.

Morning

2 and S 1 have changed jobs this morning. S 1 is wiring. 2 ← 7 S 1 work

- - - -

The entire group seems to be tending to business. There is almost no talk. TR ← work

- - - -

The foreman's clerk stops the observer as we are going by.

Clk: "I've got some hospital passes for you. Oh I guess there's only one." He handed us 7's pass.

Obs: "You're not through with this one. He's got to go back today."

Fore: "What is that? 7's pass? He's the one that's got the itch. He came out yesterday and wanted me to let him go home, but I wouldn't do it without sending him first to the hospital. You never can tell about a thing like that. It might be contagious. I always feel safer if I send them to the hospital first before I send them home. Oh say, we got word from S 3 this morning. He can have visitors. Yeah, we called up this morning, and they said, 'for God's sake send somebody out to see him. He's lonesome as the devil'. I went through the department here and told the fellows they could go and see him, and I told them out in the other room too."

FA 7's pass ← 7 Hook

F ← TR S 3

Obs: "Well, he must be doing nicely then."

Fore: "Yes, I guess he's getting along all right. It would have been a terrible thing to lose that boy."

- - - -

The section chief just came in the test room and passed around several copies of a memorandum signed by the foreman informing the group that the Hawthorne Club evening school course in step-by-step telephony was about to start a new semester. No one seemed to be particularly interested.

FA ← HCES

TR ← HCES

A.C.M. 18-29-31 Cont'd.

G. C: "I ought to take that course, I suppose, but I don't think I'll do it this year. I can't spare the \$2.50 and then it means another \$2.00 for a book probably."

CC ← 7 HCES
FA

No.9: "I started to take that course, but I lost the book at the end of the first semester and I wasn't going to spend \$2.25 for another one."

9 ← 7 HCES

G. C: "I'll bet you were glad it was gone."

CC ← 7 HCES

No.9: "No I wasn't. I left it on the train going home. I went clear down to the Burlington lost and found office to get it, but it wasn't there."

G. C: "I'm going to take that psychology course for supervisors."

Obs: "You were quite interested in the last psychology course you took."

G. C: "Yes, I enjoyed that." (The Group Chief's grade in his course was an average of 90 throughout the semester with 93 for the final examination.)

- - - -

Section Chief 2 came into the room. He had along a Hawthorne Club evening school catalog describing the courses.

A ← 7 HCES
SC2

S.C.2: "I'm out trying to get fellows to agree to take these courses at the evening school, but I've had rotten luck so far. Nobody wants to spend the \$2.50."

Obs: "You didn't get any?"

S.C.2: "I got ten, but that's not much."

Obs: "Were they for step-by-step telephony?"

S.C.2: "Only a couple of them. They were for all the courses."

Section Chief 2 left.

No.9: "Well if he isn't a swell salesman. Came in here looking for an enrollment for the school, then he turned and walked out without asking anybody. I'll bet he'll get a lot of them to sign up that way."

9 ← 7 SC2 HCES

- - - -

A.C.M. 12-29-31 Cont'd.

The assistant foreman and the section chief came into the room. They looked under each wireman's bench to see if he had thrown away any long strands of wire. As they passed the observer's desk:

AFSCA → TR
Harris
Harris

A. F: (To obs.) "We're out looking to see who's throwing away twenty-five percent of the wire we use. We just want to show them that we're still on the job." They picked up a handful of long strands and they warned everyone to be careful.

- - - -

Assistant foreman and observer.

A. F: "Say, did you fellows find out what's the matter with 9 yet?"

AF → 79 work

Obs: "No."

A. F: "Well, I'll bet he works better now. Did his output go up yesterday?"

Obs: "I don't know. I think it was just about the same though."

A. F: "Well, I'll bet it goes up today. I had him out yesterday and talked to him. I showed him where he was taking home \$8.30 more than he earned. I told him that he was only earning \$.25 an hour and that he was taking home \$.39. I asked him how long he thought he could get away with sponging off these fellows, how long he thought they were going to work for him so that he could take home the same pay that they did, and then I told him that we were going to do one of two things if he didn't pick up. We were either going to change his rate to \$.25 an hour, which is what he's earning, or else fire him. Then I sent him back and gave him a chance to show me whether he could turn out some more work or not; so I'll bet he works. I'm going back now and see what he's got."

The assistant foreman went back to talk to 9. He seemed quite pleased when he came back.

A. F: "Well, he got out 3800 yesterday, and he says he's done 2200 this morning. I thought he'd pick up all right."

9's actual output for yesterday was 3150. He reported 3800 to the Group Chief. 9 did not appear to be making any effort yesterday nor this morning, but after the assistant foreman talked to him he began to work a little faster. Late in the day he made a decided effort to finish the unit he was working on. He almost accomplished it.

9 reported output → AF
9 work → AF

- - - -

A.C.M. 12-29-31 Cont'd.

S 1 has been away from his unit for about three-quarters of an hour. He came back in with a copy of Ballyhoo. As he came along he asked the Section Chief if he wanted to look at it. The Section Chief and the Assistant Foreman went over and both appeared to enjoy the magazine.

No.3: (To obs.) "S 1 sure knows how to get around those big guys, don't he?"

From the glances at S 1 as he came into the room we infer that several of the group expected him to be bawled out for being away from his work.

Observer and Group Chief.

Obs: "How come S 1 and 2 changed jobs this morning?"

G. C: "S 1 wanted to wire. He was out wrestling last night and he got his back all scratched up. Do you care if I change them that way?"

Obs: "No, that's perfectly all right."

G. C: "I sometimes change them because a man is tired wiring and wants a little change. That's all right too, isn't it?"

Obs: "Sure."

Afternoon

7 went to the hospital again for his itch. He was gone about an hour.

No.8: (To 7) "Well, you took enough time over there. How much of it did you spend over in the merchandise? I'll bet you changed the time that you left the hospital."

No.7: "They don't put any time on the pass when you leave the hospital. Maybe I was over there a little while."

Obs: "Well, how is the itch now?"

No.7: "Aw they didn't do anything for it. Just told me to see my own doctor. I'm gonna stay home tomorrow. I've got to put salve on it."

A.C.M. 12-29-31 Cont'd.

A little later.

9 and 7 have been talking together. 9 is finishing a set of B banks which are a little more difficult than the others, and if he takes the unit in order as is customary, he will get another B unit. 9 tries to figure out some way so that he can miss those B banks. He says that he would stall and miss them, but he has reported more output to the Assistant Foreman than he has really turned in, and so he is a little afraid to do that.

*9 < 7 work
quicker - 7 AFA*

No.9: (To G.C.) "Say, 7 isn't coming in tomorrow. How about me taking his unit and then when I finish those the B banks will be gone." 7 has 100 point banks to work on tomorrow.

G. C: "You can't do that. I've got to send somebody out here to work on those units." (To obs.) "You want me to keep all these positions busy, don't you?"

Obs: "I don't care. I'd just as soon you didn't send anybody out."

CC < 79 work

G. C: "Well, I've got to send somebody out to keep this solderman busy." (To 9) "No, nothing doing on changing those boards."

No.9: "Gee, I don't want to get those B banks again. I'll never be able to catch up if I have to work them."

Note: according to the output record No. 9 did take the equipments in pos. 7 anyway. W.B.

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Wednesday.
December 30, 1931.

Morning

7 is not down today. He said yesterday that he was going to stay home and take care of his itch. He had some salve that had to be applied every few hours.

- - - -

9 has taken 7's unit to his position and is wiring them there. 8 has moved his unit over to 7's position. Position 8 is open. I guess 9 is going to dodge the B banks.

- - - -

Clock #137 came in to wire in position 8 about 9:20.

- - - -

8 appears to be working very fast this morning. The group in the front of the room are working well.

TR → work
8 → 76 work

- - - -

8 and observer.

No. 8: "Gee, that little runt 6 can sure wire. I've been trying to keep up with him, but there's no chance."

- - - -

The assistant foreman came in and sat down with the observer.

A. F: "Well, are you making any progress with this group?"

Obs: "I should say that we're getting off to a very nice start. It's a slow process."

A. F: "I suppose it is. I should think the production in here ought to be picking up a little bit now."

Obs: "I haven't totalled up any of our figures. How is production going?"

AF → TR output

A.C.M. 12-30-31 Cont'd.

A. F: "Just about the same. Some of them are up a little bit and others are down. I think it would average up about even."

Obs: "Do you mean that they are holding about the same level as they did in the department?"

A. F: "Yes, just about the same, and I should think that it would be going up."

Obs: "I hadn't thought much of its going up. What makes you think that it should?"

A. F: "Well, they're closed in here. It's much quieter. They haven't got the things in here to bother them like they had in the department. It's just my opinion that it ought to be going up."

Obs: "I don't know. Maybe it will. It will be mighty interesting for us to watch it."

A. F: "How is 9 going today?"

Obs: "He seems to be working very well."

A. F: "I'm going to see." He went over and talked to 9 and came back. "Yes, he's making some progress all right. He can work if he wants to. Why I've got boys out in the other department that started after he did and they're turning out between five and six thousand a day right now. This won't last. He'll work for a little while and slump back again. Then I'll have to call him in and talk to him. It's happened that way before."

A FK-79 work

- - - -

There is not much conversation among the group today. They are all working.

Afternoon

About 3:00. 8 came over to observer.

No.8: "Boy, I'm all worked out today."

Obs: "How come?"

No.8: "I was trying to beat that little runt in front of me. He can sure put on those wires. Let's see, I've got ten rows ahead now and so's he, and he's been done a half hour."

8-76 work

- - - -

A.C.M. 12-30-31 Cont'd.

G. C: "Well, tomorrow's another day. I guess I'll have to keep my eye on this gang again. You never can tell when one of those lads will bring in a bottle."

GCL-STR
bottle.

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Thursday.
December 31, 1931.

Morning

7 came in this morning. 8 moved his unit back to position 8 and 7 took the units which were being wired by clock #137 in position 8 and moved them over to his position.

- - - -

No.7: (To obs.) "Well, I guess I got rid of the itch all right."

Obs: "Did you? That's fine. What did you do, fatten them up on that salve yesterday so that they can't run?"

No.7: "Yeah, I guess that's what I did. At any rate they're not running today."

- - - -

The group appears to be working this morning, but there is a lot of talk going on. There is a decided relation between volume of conversation in this group and effort expended in work.

TR ← 7 work

AFTERNOON

There is a bottle somewhere in the crowd. We can smell liquor on 8, 7, and S 1.

G. C: (To 8) "Where have you guys got this bottle?"

No.8: "What bottle?"

G. C: "You guys are good all right."

CCF ← TR 8

- - - -

Our ediphone recepticle was installed this afternoon. The group are all gathered around the observer's desk. The observer urged them all to talk in the machine. The group is a little backward at first. They don't want to talk into it, and they don't know what to say. The Group Chief finally says something into the machine and they all enjoy listening to what he says. Finally S 1 and 7 decide that they'll sing a song. They are quite disappointed when the machine does not record.

TR ← 7 ediphone

- - - -

A.C.M. 12-31-31 Cont'd.

At about 3:30 the Assistant Foreman came out and wished the observer a Happy New Year and then to the entire group:

"Well, Happy New Year, fellows."

When he entered the room several started over to their positions. The Group Chief and the Section Chief were again careful so that they did not miss anyone in their New Year's greetings.

AF-TR

SCA-TR

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Monday.
January 4, 1932.

Morning

S is soldering. S 4 is wiring.

The group does not seem to have much pep this morning. They permit any distraction to interfere with their work.

TR ← 7 work

S has been to the hospital.

Obs: "What happened to you over New Year's. Did you cut your finger off?"

S ← 7 84 work

No.8: "No I didn't cut it off. It got sore this morning first thing, so I went to the hospital with it." S smiled as he says this.

S 1 came back to the observer's desk to show us a new set of dice.

No.9: "Where did you get them?"

S 1 ← 7 TR

S 1: "My father gave them to me."

Obs: "Did he tell you to see how much money you could make?"

No.8: "Yeah. Just like he took them out on the New Year's party."

S 1: "I didn't go on a New Year's party. I went to a show. I don't drink anyway."

No.8: "No, not much."

S 1: "The last time I got drunk I went to confession and told the priest about it. He give me hell, so now I can't get drunk anymore."

S 1 ← 7 Religion

A.C.M. 1-4-32 Cont'd.

Afternoon

8 is arguing with everybody around him. 8 and 6 are now arguing. We did not get the first of the argument.

No.8: "Listen you little runt, when I tell you something you listen." 8 walked over to 6's position and makes a few passes at him. 6 finally rushes away.

A little later.

Obs: "How come you've got such a long face today?"

No.8: "Aw, these guys give me a pain. They're too damn wise. They've got my cork today. Gee this is a long day. What time is it?"

Obs: "About three thirty."

No.8: "Gee, I thought it was four o'clock."

- - - -

S 1, 1, and 4, have been shooting craps for some time.

84-7TR

84-26

S1144-2 shooting craps

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Tuesday.
January 5, 1932.

Morning

The observer did not get to the test room until 11:15 this morning. As he was coming down the aisle he met the Group Chief.

G. C: "Where've you been all morning? The gang are all asking for you."

Obs: "I had to take a little time off."

As the observer entered the room:

No.7: "Well, you're here. We thought you were lost."

Obs: "No, just a little late."

No.8: "What were you doing, playing bridge last night so you couldn't come in?"

Obs: "No. Bridge would never keep me from coming in in the morning."

No.8: "Oh, I see. Then you were drunk."

Obs: "Do I look that bad?"

No.8: "No, you don't look bad, but that's what usually happens when a fellow don't get in on time."

Obs: "I'll bet it's a good thing we didn't have any work New Year's day or you wouldn't have showed up until noon."

No.8: "Oh, I wasn't that bad. I'd a been in all right. I don't get drunk anymore. Let's see. I was pretty well oiled a week ago Thursday, and then I had enough this Thursday. I had a pretty good start when I left here."

Obs: "Yes, so I noticed."

No.8: "We weren't as bad in here as they were in the other room. You know dash in there, he almost went out. I went in there in the afternoon and his face was white as a ghost. He was staggering all over the room. When I came in he hollered at the top of his voice, 'Hello 8'."

8 ← obs. Safe
removed

STR ← 7041 dant

A.C.M. 1-5-32 - Cont'd.

Afternoon

The observer was with the group only a short time in the afternoon.

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Wednesday.
January 6, 1932.

Morning.

The gang in the rear of the room are having trouble with the inspector this morning. He seemed to be a little slow. *TR ← I3 work*

I 1 almost burned up his test set this morning. This has happened several times. It is caused by a long end of the wire which is connected to the bank terminal coming in contact with the metal part of the bench. *I1 ← Test set*

I 1: (To obs.) "Gee, they must have a spike up in that fuse box. Any ordinary fuse would have blown with a direct short like that."

CHECK

The ~~test~~ inspector found some trouble on one of I 3's boards. They called I 3 and showed him the defect. Then they told 9 that he should not wire the next level until they got the Inspection Group Chief. The inspection group chief came out and looked at the level and talked for a few minutes with I 3. Evidently I 3 told him that his test set was out of order. The test set has been out to the group chief several times, and the group chief has found nothing the matter with it. Now he does not believe that there is anything wrong, and he attempts to operate the set himself. He finds that a minor adjustment is necessary in one set, but that the other one is O.K. While the group chief is repairing the test set I 3 sits down at the observer's desk. *Check I ← I 3 work
Check I ← I 3 work
I 3 ← I 3*

Obs: "What was the fuss about?"

I 3: "Oh that was a lot of foolishness. He found a little chip hanging on a terminal. It wasn't any more of a thirty-second of an inch long. The Group Chief himself told them that that was nothing. They have to find some kind of trouble or they wouldn't have any job."

Obs: "You seem to be having quite a bit of trouble this morning."

A.C.M. 1-6-32 Cont'd.

I 3: "I can't keep up when I've got a bum test set. These boxes are nothing but junk. Then too, the fellows themselves make it bad for me, especially that fellow 5. He calls for me lots of times when he's just starting the other unit. I know where to go if they would only leave me alone. The solderman too, he can make it bad for me if he wants to. Sometimes you know he will sit around and wait until he has three units soldered; then he will solder the three of them as fast as he can. Then when the other solderman does the same thing I have to get behind. If they had given me some training before I came out here I would know more about this job. I was in the other room about two weeks on selectors, and I just began to get on to them and then they brought me out here on connectors. The jiggs out here are different and I don't know anything about them. The fellows here treat me like I was an outsider. I am not one of them, and so they make it just as hard as they can for me."

I 3 → TEST SET
I 3 → 5 unit
I 3 → Solderman

I 3 → I Training

I 3 → TR

The Group Chief returned just then with the inspector's
TEST SET

G. C: "Well this box is O.K. now. Now you've got two good boxes."

I 3: "Can I change the jiggs that I am using over to this one now?"

G.C. → I 3 test set

G. C: "No. Use this as long as it will work, and then you will have a good one."

I 3: "I would like to use this one. It makes a louder buzz. When the buzz is loud I can tell when I get trouble, otherwise I have to listen real close."

The Group Chief does not answer. I 3 starts changing the jiggs.

G. C: "Wait a minute now. See that you don't mix them up. Do you know which one goes on top?"

I 3: "Let's see. I don't remember. I guess it was this one."

The Group Chief and I 3 tested the box and found that he had them right. The Group Chief then came on and sat down with the observer.

Obs: "What was the trouble over here this morning?"

A.C.M. 1-6-32 Cont'd.

G. C: "Oh they found a couple of lose solders on this fellow. It don't seem as though he can learn this job. I think that he don't want to learn. He wants to go back to the Cable Plant, and so I guess he thinks that if he does a bum job here that he will go back."

Obs: "What kind of a worker was he over there?"

G. C: "I don't think he was much good. They were glad to get rid of him. That's just the trouble. Nobody wants him. I tried my best to get rid of him but I can't. He's got somebody pushing him. When he was sent down here the Inspection Personnel came down and told us to do the best we could for him. That makes it bad all the way around. Here he's getting \$.72 an hour and can't do the job, and the rest of the men are between \$.45 and \$.50. I've been catching hell for all kinds of trouble. Last week they caught all kinds of reverses in the other room. The test box is ^{always} on the bum and he marks the tickets visual inspection whenever he gets a block reverse."

Afternoon

The group in the front of the room have been having a lot of fun. S 1 is telling them about a time once when he used to weave rugs in Turkey. He wove a very elaborate yarn. After this had been going on for a little while he went back to I 3 and told him the story. They thought it a great joke because I 3 listened to the entire story and appeared to believe it. The observer went over to I 3.

Obs: "What's the big joke?"

I 3: "Oh this fellow is telling me that he used to weave rugs in Turkey. I guess some way or other they found out that I came from Constantinople and they are just trying to have a lot of fun with me."

Obs: "How did they find out?"

I 3: "That's what I would like to know. If he comes back again I'll ask him to tell me."

Obs: (To I 1) "What is all this joke about?"

S 1: "Weaving rugs."

A.C.M. 1-6-32 Cont'd.

I 1: "Oh, the boys are just having fun with this guy back here."

Obs: "Does he come from Turkey?"

I 1: "Yes, I guess he did. It's no wonder that he can't run one of those things there. A Turk could never run them."

Obs: "I wonder how the gang got hold of that."

I 1: "I guess I told them. I heard one of the bosses in the other room say it yesterday. They were talking about his being a Turk."

I 1 → I 3 naturally

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Thursday.
January 7, 1932.

Morning

S 1 is wiring for 2. S 1 says that 2's hands are sore.

24-7 51 units

- - - -

I 3 sat down opposite the observer. He picks up a paper which had a picture of Julius Rosenwald on the front page.

I 3: "What do you think of this fellow dying?"

Obs: "It's too bad. He was a mighty fine man."

I 3: "He gave away an awful lot of money. I guess it's a good thing that these rich people have to die. They can't take their money with them. That's about the only reason that some of them give it away. Everybody works for the dollar, but what is it when you die? Nothing. The only real value is in the mind. Everything is comparative. If you think a thing is valuable, it is worth something. If you think it is worth nothing, it is no good. Nothing matters. You eat, you sleep, you live, you die -- that is all. Some people worry and worry over little things. People that had a million dollars in 1929 maybe only got a hundred thousand now. They say they're poor. Other people haven't got ten cents and they say they're poor. See? It is just comparative. Everybody that has something to eat and some place to sleep is all right, but they don't look at it that way."

- - - -

8 and observer. 8 throws his eyes across the ^{aisle} way.

^{Those fellows}
No. 8: "Come in any time. Don't they have to get here at 8:30?"

Obs: "I guess they do."

84-7 official regularity

No. 8: "I suppose they get paid whether they're here or not. I know when I was in the office at Albert Pick and Company the guys there only came in when they felt like it. They got paid by the week so they didn't lose anything if they weren't at work. I have been working pretty steady for about a year now. I was radical as hell for awhile. I took a half day off a week for about two months. You know, if somebody in the gang would say, 'take off the afternoon, we'll go for a ride' I'd go. I don't do that anymore."

84-7 work regularity

- - - -

A.C.M. 1-7-32 Cont'd.

S 1 has been out of the room several times this morning. He hasn't spent much time wiring.

SI ← work wiring

- - - -

No. 7 has been sitting down a great deal this morning. Occasionally he has had to wait for the inspector.

SI ← work

- - - -

S 1 - 7 - 8 - I 3 are sitting on chairs around the observer's desk.

No.8: "What do you fellows think about 9 here? No count yesterday. He reported that he was on rows 19 and 18 yesterday and then today the Group Chief found him on 19 on the same unit. That means no work for the whole day."

STR ← 79 work
CC ← 79 work
74 ← 9 CC work

No.7: (To 9) "You should have stalled him off for another day, then you'd have been 6600 behind."

8 ← AFA 9

No.8: "Wait until the Assistant Foreman sees that bogey sheet with no count on them. That will fix you for sometime."

S 1: "What a wireman you are. I'm a solderman and I can do 4000."

No.9: "I can too, if I want to."

SI ← 79 work
9 ← work

No.8: "You'll want to when the Assistant Foreman gets this report and gets ahold of you."

No.9: "Well, the worse he can do is fire me."

9 ← AFA
7 ← 9 AFA

No.7: "Yes, I can see that. You've got him chisled all right, 9."

- - - -

7 - S 1 - 2 are sitting down near the desk. 6 opened the window. 5 does not like it open and goes over and closes it.

No.6: "You leave that window open. I want some fresh air in here."

5 6 ← ventilator

No.5: "It's too cold. I want it closed."

No.6: "You take care of your own window over there. This window is mine and if I open it, it's going to stay open."

A.C.M. 1-7-32 Cont'd.

5 and 6 open and close the window several times. They have quite a heated argument. 6 tells 5 that if he closes that window again he is going to punch him in the nose.

S 1: (From side line) "That's right, 6, stick up for your rights. If he closes it again, hang one on him. We've got to have a good fight in here before long." 5 then leaves the window open. "I'll tell you what to do if he closes that window again. Sue him. He won't fight so the only way you can do anything with him is to sue him."

The group has a lot of fun over this. Neither 5 or 6 talked to each other the balance of the morning.

Afternoon

7 still does not seem able to work. He wires a level and then sits down a little while. S 1 has been sitting down so much that the group in the front of the room start to razz him. Some one up there asked S 1 why he did not get to work.

S 1: "Why should I work? What do I get out of work?"

They razz him until he gets a little bit sore.

S 1: "You guys think you're smart, but what I want to know -- who's smart? You guys or me? You guys work for your dough, I don't."

- - - -

6 and 5 are talking about the card game which they have every noon.

No.6: "Well, there's one thing you can't play cards with me anymore. I wouldn't play cards with you -- you're scummy."

No.5: "I don't want to play cards with you. I wouldn't play cards with you if you wanted me to."

No.6: "You think you're a card shark, but you don't know anything about cards."

No.5: "Well, I can beat you anytime."

No.6: "You can't win anything in cards unless you have me as your partner, and I won't play anymore."

A.C.M. 1-7-32 Cont'd.

No.5: "I can win all right."

No.6: "Well, I notice you didn't win this noon. You haven't got a chance to win unless you've got me for a partner."

- - - -

No.7: (To obs.) "I guess I'm going to get married Saturday."

Obs: "Is that so?"

No.7: "I guess it is. I'm not very sure yet." The observer laughs.

Obs: "What aren't you sure of?"

No.7: "Oh, I don't have to get married, but I think I'm going to anyway. I don't know how we're going to get along on \$20.00 a week. She's only working one day a week now. She can't live on \$7.00. She lives out in Nebraska. If I don't marry her she's got to go back home, so I think we're going to get married all right."

No.8: "Can we all come to your wedding?"

No.7: "It's going to be out in Indiana."

No.6: "Well, what if we come out to Indiana?"

No.7: "Then you can come, but don't be too sure yet. Sometimes I feel as though I'm going to call it off."

No.8: "You should wait until vacation so that you can have a couple of weeks to rest up."

No.7: "I don't need any couple weeks. I can take care of her over the week end and come in to work Monday all right."

No.8: "That wife of yours should hear how you talk. There wouldn't be any wedding. Just last week you were saying something about her and you called her a ----- broad. She should hear that. How about coming over to your house for supper some night?"

No.7: "You can't come to my house. Not with all that curly hair of yours."

- - - -

Twice today someone in the group has reported that the foreman is outside of the room. About 3:30 8 was sitting down

7<-7 TR manager

8<-7 TR manager

FA<->TR

A.C.M. 1-7-32 Cont'd.

and 2 came in and told him that the foreman was outside. 8 did not have anything to solder at the time.

No.8: "What am I supposed to do? Crawl in a hole? The hell with him. Let him come in."

- - - -

As the observer was going home the assistant foreman stopped him in the department.

A.F: "I'm coming out there tomorrow and raise hell with that gang. We just got a tip that there's too much noise out there. I'd rather go out myself than to let the other guy do it," (he means the Foreman) "because he gets radical as hell whenever he does a thing like that."

8L-7FA

AFA-7TR
AF-7FATR

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Friday.
January 8, 1932.

As we entered the test room this morning we noticed that the group was very quiet -- painfully so. 6 was talking to 7, but instead of talking in a usual tone of voice he was practically whispering.

TR ← 8 → 7

No. 8: (To obs.) "Well, they're on our tail now. The whole bunch of them were out here this morning giving us hell."

8 ← 7 → A

Obs: "What for?"

No. 8: "Oh, that big nose across the aisle squawked about too much noise, so they came out this morning and let us have it. We gotta watch our step now."

- - - -

At about 8:30. 3's voice could be heard in the rear of the room. We could not tell who he was talking to, but he was carrying on a steady conversation for about an hour. The one who answered him did not take his head up from his work, nor did he appear to be talking. We believe that most of the answers came from 1, with an occasional remark by S 1.

TR ← 7 → A

- - - -

G. C: (To obs.) "Well, the boys got hell this morning for making too much noise."

Obs: "Did they?"

CCA ← TR

G. C: "Yes, don't you notice they are quiet?"

Obs: "I did notice that. What is it all about?"

G. C: "Somebody from across the way kicked because they are making too much noise. Just wait until they start getting noisy again. I'll take the first one I catch into the office."

Obs: "Who raised hell with them?"

G. C: "I don't know just how it was. I wasn't in there. I was out here. The old man got the Section Chief and the Assistant Foreman and told them plenty. They both came out here this morning and spread the news around."

FA ← AFSC
AF SCH ← TR

A.C.M. 1-8-32 Cont'd.

Obs: "Oh, the Assistant Foreman talked to them? What did he say?"

G. C: "I don't know. He went around to each one of them and then just as soon as he left the old man came in and sat at your desk for about fifteen minutes. He left just as you came in."

- - - -

About 9:30. The Division Chief who sits across the aisle opened the door and looked around for a minute. Then closed it and went out.

No.8: "That's the big nosed s---- of a b----. I suppose he's sticking his head in here to find out if they fired us. It's so quiet in here he probably don't think anybody's working. I suppose he hasn't got anything to do over there, so he's sticking his nose into somebody else's business all the time."

8 ← outside says H

No.6: "Yeah, and he even had nerve enough the other day to come in and watch me play cards. He won't learn nothing from me anymore. The next time he comes over I'll feel like throwing him right out."

6 ← outside says

- - - -

About 10:00. There is just about the usual amount of noise; that is, conversation, singing, and whistling in the group now.

TR ← noise

- - - -

2 started wiring this morning, but about 9:00 o'clock he changed jobs with S 1.

2 ← S 1 work

Afternoon

The observer came in about 12:40 to take the noon count. As he came in the room several remarks, such as, "Well, did you get lost?" -- "They're kind of working you overtime" -- were passed.

No.8: (Came near the observer) "Yep, fellows, he's been smoking cigarettes again."

The group was gathered around the observer's desk playing cards. One wireman from the other room was in the game. 6 was sitting behind him playing each card for him.

6 ← card game

- - - -

A.C.M. 1-8-32 Cont'd.

When we entered the room at about 2:30 no one was working.

No.7: (To obs.) "Well, they took all the pep out of us. No work Monday. I couldn't work now if I wanted to. Yeah, we're gonna have to take this Monday off and next Monday off. Then I don't know. I suppose it'll be every Monday."

No.6: "No it won't. It's going to be 38 hours a week. One day off a month."

No.7: "I don't think so."

Obs: "Who told you about this?"

No.7: "Oh, they came out right after lunch and gave us the good news. The Section Chief spread the word around."

No.8: "I heard it before lunch."

No.7: "Yes, I guess somebody did say something about it just before lunch, but at any rate it spoiled our afternoon. I don't know if I'll get married now. I'm only getting \$20.00 a week. All we can do is to starve to death on that."

No.6: "Well, I'll tell you we're going to be working 38 hours."

No.7: "Well, I hope you're right."

- - - -

At about 3:30. S 4 was sitting at the observer's desk filling out the bogey sheet. S 1 - 9 - 8 - were standing here when the foreman came in the room. The trucker was also in the group. As the foreman approached, S 1 pretended to be looking up his output figure for the past week. The trucker told him to hurry up because the gang boss wanted the book in the other room. The foreman walked over to the desk and stood there without saying a word. S 1 gave the book to the trucker and everybody else in the room went over to their position and started work. S 4 continued to sit in the observer's chair until he finished the bogey sheet. It took him about five minutes. All this time the foreman stood in front of the desk watching him. When S 4 finished he got up and walked away. During this time the entire group kept glancing over their shoulder to see what was going to happen. Several of them smiled and winked at the observer. As S 4 was leaving the desk, the foreman said to the observer:

"Won't these fellows let you have a place to sit down?"

A.C.M. 1-8-32 Cont'd.

Obs: "I wasn't using the desk." The foreman then walked out.

When he left the group all registered amusement.

No.7: (To obs.) "Well, there you go. Caught again. No work Monday, and then we get caught like that. If we keep on maybe there won't be anymore work. We'll get fired."

7←7FA

- - - -

The group enters its usual protests when the Gang Boss orders them to clean up. They don't mind brushing their positions, but they object to scraping the solder splashes. The Group Chief takes a piece of steel which is used in scraping and cleans most of them off himself.

CCA ← 7TR^{down}
up

G. C: (To obs.) "Those window sills are dirty, but they're going to stay that way. I don't feel like sweeping them off."

Obs: "How come?"

G. C: "There's no work Monday. It kind of knocked the pep out of me. I can get along all right. I've got something saved up that I haven't touched yet, but I don't want to touch it if I can help it."

CC ← 7 Day
off

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Tuesday.
January 12, 1932.

Morning

The observer had only been in the room a few minutes this morning when 7 ~~stayed~~ to wait for the inspector. He looked over toward the observer, and locked his fingers. This gesture was to signify that he had been married.

Obs: "Congratulations"

No.7: "Yes, I guess I need some. We went out to Valparaiso, Indiana, and got buckled. It's nice out there in that town. It wouldn't be bad living there." *74-75 small town*

Obs: "How did the wedding go?"

No.7: "Fine. No trouble. Six of us went up to the Justice of the Peace and he buckled us. That fellow was pretty good. He picked the two of us out of the crowd. You see, we had the wrong fellow and girl go up and give him the license, but he picked us out as the ones that were really supposed to be married. I guess we had kind of a goofy look on our face."

Obs: "Did you go with?" ^{him} (This to S 1)

S 1: "No, I wouldn't help him do anything like that." *S14-7 marriage*

No.7: "Well, it's done now. Do me something. What can you do me? There you are. I'm buckled, that's all there is to it." Well, I got out of it pretty cheap. It only cost me \$16.00. \$8.00 for the ring, \$2.00 for the license, \$5.00 for that bird that married us, and then a \$1.00 that I spent. That's pretty cheap, isn't it?"

No.8: "Yes, it's cheap all right, but wait. What is it going to cost you to get out of it?" *984-7 marriage*

No.9: "\$16.00 to get buckled, and \$1,500 to get out of it." *S14-77*

No.7: "I won't be getting out of it." *74-7*

S 1: "With all this stuff going on, I've got to get a better job. Here 7 got married, and I've got to buy him a present, and I 3 over here is going to have a baby -- I should do something for him. That's all there is to it, I've got to get a job." *S14-77 marriage*
S14-77 marriage

The group thought this was quite a joke.

- - - -

A.C.M. 1-12-32 Cont'd.

G. C: (To obs.) "I guess I'm going to run out of banks today."

Obs: "Is that so?"

G. C: "Yes, it looks that way. I don't think I can keep them going. The fellow out there made a mistake and ran the wrong kind of banks."

Afternoon

The observer was not in the test room during the afternoon period.

CCP → Bank Shutter

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Wednesday.
January 13, 1932.

Morning

7 is sitting down waiting for the inspector.

No.7: (To obs.) "Well, we're getting things straightened around a little bit now. We haven't got much stuff for the kitchen. I suppose we'll have to buy a lot of that. Gee, that place was an awful mess, but we'll get it fixed up all right. We had it fixed up enough last night so she stayed with me."

No.8: "Did you eat breakfast in the restaurant?"

No.7: "No, not this morning."

No.8: "Yes, but I'll bet you have no sandwich today."

No.7: "No, I haven't got any. But that's all right, what can you do? That's the way it is."

- - - -

5 was just told that he was going to be transferred to the Telotype Corporation.

No.5: "Well, it won't be long now that I'll be out of here. I'm going to the telotype."

The group in the front of the room kidded him quite a bit.

- - - -

8 still has a bad cold. He came over and sat at the observer's desk.

No.8: (To obs.) "Say, do you know where a fellow can get a doctor to fix up a girl that's knocked up?"

Obs: "I don't know anyone in particular, but I understand it's not very hard to get a doctor to do a job like that."

No.8: "I know a doctor that'll do the job all right, but he wants \$55.00. That's a little too much. I heard that you can get it done for \$25.00 if it hasn't gone very long."

Obs: "I guess their prices vary. Is it your girl?"

No.8: "No, a friend of mine. I understand that you can get some pills of some kind. Do you know anything about that?"

7 ← I3 work
7 ← married
8 ← 77 married

5 ← 5 transfer
TR ← 5 transfer

8 ← 7000
8 ← 7 girl

A.C.M. 1-13-32 Cont'd.

Obs: "I haven't had any personal experience, but they tell me that those pills are ^{very} reliable."

No.8: "A fellow was telling me that quinine would do the trick."

Obs: "I have heard of that, but it's rather risky stuff to monkey with."

- - - -

At about 11:00 o'clock. 1, 7, and 8, are waiting for "B" banks. 9 has two more levels to go, and then he will be waiting. 7 has been helping him for awhile, and now 1 and 8 help him. There are four wireman working on two sets. As they finish 9 sits down. They all line up along the wall.

No.9: "This is swell. Now I will enjoy coming in after lunch. I wonder if they'd say anything if I read the paper?"

No.8: "What can they say. You haven't got any work, have you? Let them give us a job."

Afternoon

The Section Chief came in and told 5 that the foreman wanted to talk to him.

No.5: "Well, here I go, boys."

No.2: (To S. C.) "How about a transfer to the telotype."

No.6: "Yeah, how about a chance?"

S. C: "Why you little runt. What good would you be on telotype? If they'd ever take that wire out of your hands, you'd starve to death."

No.6: "Is that so. I used to work for Western Union. I had an office. It was in a ten story building."

No.3: "Oh, you had an office, did you?"

S. C: "Aw, you can't even wire "B" banks."

No.6: "Yes, if you want me to wire "B" banks you get a platform out here for me to stand on. I won't wire any more "B" banks standing on the floor."

S 1: "Say, how about that telotype job. Is there any chance of getting in on that? Listen here, I've been here five years and I can turn out more connectors than any of the rest of them. You

TR ← 7 Banks shortage

9 ← 7 A Banks shortage

8 ← 7 A Banks shortage

SCA ← 75 F

6, 2 ← 75 SCA transfer

3 SCA ← 76 transfer

6 work ← 75 SCA

5 ← 75 SCA transfer

A.C.M. 1-13-32 Cont'd.

ain't got a man out in the other room that keeps up with this gang in here."

S. C: "Aw, we've got lots of them."

S 1: "Where will you get a man that can solder twenty thousand?"

S. C: "We've got 'em out there."

S 1: "That's what a fellow gets around here when he works. When another job comes along you get rid of the guys that are no good, and the fellow that works hard - does a good job, he stays here. That's the way it always is."

S. C: "You might get a chance at that job."

S 1: "I know it. You can give me a chance if you want to, but that's just it, you don't want to. I know what you guys think of me. If the old man had had his way a while ago, I'd a been fired. The only reason he kept me was because I'm a good worker."

No.1: (To obs.) "Listen to that guy telling what a good worker he is."

Obs: "I hear him."

The Section Chief leaves the room.

No.3: (To S 1) "What are you going to do if you do get transferred to the teletype job? They might make you work."

S 1: "That's all right, I'll work then."

No.3: "You've got to remember when you get down there you'll be on your own. You won't be able to come back here and cry for your job."

No.1: (To S 1) "I almost laughed out loud when you were telling him what a good worker you are," and

S 1: "So did I, but you've got to do it. The trouble with you guys is that you don't want to take a chance. You want everything handed to you."

No.3: "I've taken plenty of chances, and look at me. I'm here, ain't I?"

5 returns from foreman's desk.

No.5: "Well, boys, it's all set. I go Monday."

A.C.M. 1-13-32 Cont'd.

8 goes down to talk to him.

- - - -

No.2: (To S.C.) "You get rid of S 1 and send a solderman out that can work. We'll work the pants off of him."

- - - -

G.C: (To 9) "You're one guy that I wish they'd take for this telotype job, but they wouldn't have you. They want somebody that's willing to work."

No.9: "Yes, and I wouldn't have the job either."

No.8: "Say, how about going to telotype?"

G. C: "You might get a chance. Do you want the job?"

No.8: "I don't know. I'd go if they'd guarantee it."

Obs: "What do you mean, guarantee it?"

No.8: "If they promised that the job would last, and that I would be able to make as much as I'm making here."

G. C: "Well, you might get a chance."

No.8: "I know it. S 1 and I are on the list. It's either he or I."

- - - -

The visitor who usually comes in to talk to 1 came in about twenty minutes to four. S 1, 1, I 1, and the visitor talked until 4:15. S 1 forgot to file his iron and started filing just before the whistle blew. The gang all kidded him about working until 4:15.

S 1: "Well, boys, in a few years I'll be writing magazine items, from solderman to president. If you want to get ahead in this company is to work hard. You guys that watch the clock never will amount to anything." S 1 continued filing his irons until five minutes after the whistle.

- - - -

2 L -> SCA Solderman
2 L -> Solderman work

CC L -> 9 work
9 L -> 8 work

8 L -> CC 8 work
8 L -> 8 work

S 1 L -> work
S 1 I 1 L -> visitor
TR L -> S 1 work

A.C.M. 1-13-32 Cont'd.

As we passed through the department at about five after five, we found the Assistant Foreman still at his desk.

A. F: "How are the boys behaving out there now?"

Obs: "It seems to me they are much quieter. I was very much interested in the ride you gave them. It had a decided affect. When I came in that morning the room was absolutely quiet."

A. F: "Most of the boys out there are all right. You don't have to get tough with them - just tell them what has to be done and they'll do it. That fellow S 1 is not worth very much. He's a good worker and all that, but he takes advantage of everything. The old man and I caught him whistling in there this noon. We were in there just after lunch. The old man said, 'Listen to that whistle'. He stuck his head inside the door and said, 'Hey, cut out that whistling.' We don't expect them to be quiet, they've got to talk, but when they get to making so much noise that a division chief across the way complained, it's got to stop. I've got a couple of fellows checking for me across the way now. My brother-in-law works there, and then I have another friend. They'll let me know if the noise gets loud. I'm staying till 5:15 tonight. We've got a committee meeting of the boy's club, and I'm to meet this committee at 5:15."

- - - -

FA-7 TR

FA-7SI none
AF-7SI
FA-7SI

FA-7SI
club

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Thursday.
January 14, 1932.

Morning

The group seems to be working fast this morning. The wiremen are barking at any solderman or inspector who they think might make them wait.

- - - -

7 has his window open. It is getting quite cool in the room. 8 still has a bad cold.

No.8: "Close that window. It's getting cold in here."

No.7: "You leave that window alone."

The Group Chief closes the window part way.

No.7: (To G.C.) "You leave that window alone, I want it open."

The Group Chief does not answer. A little later 8 and 9 have their heads together. They are evidently talking about 7. 7 leaves the room without asking either 8 or 9 to go with him. 9 immediately walks over and closes the window. 7 is gone for about twenty minutes. When he comes back he sits down near the observer's desk and says,

"Look at that arm. I put some salve on there this morning and now it is worse than ever. S 1 gave me some stuff. It's the salve that his sister used."

S 1 comes back to look at the arm.

S 1: "That's what it's supposed to do. It makes it worse, and then it gets better."

No.7: "This itch is supposed to be under the skin, and this salve works its way under the skin and kills the itch. It don't look as though it's killing this -- it's just feeding them and making them fat. This itch is driving me nuts. That's what made me so bull-headed there this morning." 7 then went over and talked to 8. The hard feeling which existed over 7's bull-headedness seems to be gone.

- - - -

The foreman came in.

F: (To obs.) "What kind of work do you dictate every day?"

TRA → work

79A → window

GCA → 79A window

89 → 7A window

7A window → itchy

S1 → 77

A.C.M. 1-14-32 Cont'd.

Obs: "Anything which happens during the day which appears to be worth recording." The observer explained that trivial incidents often have been found to be particularly significant, and for that reason we ^{record} occur all that we can of what occurs.

FL-7 TR Study

Afternoon

When the observer entered the room after lunch.

No.8: "Say, observer, how would you like a little shot."

84-77060

Obs: "(Thinking that 8 might have something for his cold which looked like whiskey) "What have you got, cough medicine?"

No.8: "No sir. It's good stuff. It tastes like hell but it's good, isn't it ??"

TR \leftrightarrow Row H

No.7: "Yes, fine."

It seems that 7 and 8 were out listening to the Indian that sells medicine that will cure anything, and so they each bought a bottle. 9, 8, 7, 6, 2, S 1, S 3, all took a drink. 9 said several times during the afternoon that the stuff made him feel rotten.

134552

About 3:00 o'clock. 9 came hurrying into the room after one of his numerous drinks. A few minutes later 7 came in.

No.7: "What did you run for? You know he saw us?"

74-7888
94-7888

No.9: "Maybe he saw you, but he didn't see me."

No.7: "Sure, he saw you. You just spoiled it all by running. If you'd gone along the way we were going, nobody would have said anything."

Obs: "What happened?"

No.9: "The assistant foreman caught us out there."

8TRK → FF

A little later 8 came in.

No.8: "Watch your step, fellows, the old man is across the aisle."

" FAFR-7TR

It seems that the foreman and the assistant foreman have been seen several times in the last two or three days hanging around outside the room.

RECORD OF OBSERVATIONS

Bank Wiring Test Room
Recorded by: A.C. Moore

Friday.
January 15, 1932.

Morning

6 is not working very hard this morning. He says that he does not feel good. 6 helps 3 for awhile. They talk and laugh.

6 < 7 work

- - - -

The observer is standing near 6's position. 6 comes over and tells 7 and observer a long-winded story which has no particular point. 6 is razzed for telling a bum joke.

Obs: (To 6) "Where do you hear these stories?"

No.6: "Oh, I don't know. 8 tells me most of them. He gets them from that fellow dash, you know, that trucker that comes in once in a while." (To 8) "Come on over and tell us that one you told me the other night. I can't remember it."

6 & 9 don't know

No.8: "Oh that wasn't so good, but I've got one for you."

No.9: "It's a good thing it's not lunch time. That story spoiled my appetite."

No.8: "I could tell you one that could spoil it for a week if I wanted to."

No.9: "Never mind, don't do it."

- - - -

A little later 6 pulls his pants down until they're just about ready to fall off. He then throws out his chest and struts about the room.

No.6: "Look fellows, I'm Pop-eye." (Pop-eye is a comic character in the evening American.)

6 2 < 7 Pop-eye
Bobby Jones

2 then fixes his pants in much the same way, and both 2 and 6 strut around imitating the sailor.

No.2 after he tires of this rolls up his pants so that they have the appearance of plus fours. He then walks around claiming he is [REDACTED].

- - - -

A.C.M. 1-15-32 Cont'd.

The Section Chief hands the pay checks around. 6 and 1 have the same day rate, but there is apparently a difference of a few cents in their checks. 6 crabbed about this for sometime. He claims that he gets gypped a few cents every week. When the Group Chief enters the room 6 asks him to figure his pay. According to the Group Chief's figure 6 should have about a dollar and a half more than he gets.

61 → Pay
6 → CCA Pay

G. C: "There must be something wrong here, but I don't know where it is. This is the way to figure it all right, but I don't come out the same as they do."

No.6: "Well, I want this thing figured right. If I'm getting gypped I want some more dough."

6 → CCA Pay

The Group Chief finally gives up.

No.6: "Well you get the Section Chief out here, I want this thing figured right."

G. C: "All right, I'll get him."

No.6: "I think that payroll is a lot of -----."

Just then the Foreman entered the room. He hurried over to 6's position and said,

FA → 6 money

"You've got to cut out that kind of language. Don't you know there are women working across the way?"

6 did not answer. The Foreman then left the room.

CCA → 6 money

G. C: (To 6) "You shouldn't talk like that. You talk so loud anybody can hear you a mile. It makes it bad for me when the old man catches something like that."

No.6: "I know it. I didn't even see the old man come in."

G. C: "Well you want to watch yourself."

- - - -

The observer and Group Chief are sitting at the observer's desk when 6 comes over.

No.6: (To G.C.) "I've got to quit wiring for today. My hands are getting sore."

6 → work hands
CCA → 6 work

G. C: "Your hands are all right."

A.C.M. 1-15-32 Cont'd.

No.6: "Look at them."

Group Chief doesn't pay much attention to them. 6 then sits down and talks to the observer. Group Chief leaves.

No.6: "Isn't that a tough looking pair of hands? Look at that cut. That comes from hitting the terminals. The wire does this. I always have a job that's hard on my hands and forever getting them hurt. When I was a kid I got this scar. I got my fingers smashed in the other room. I was cleaning up that press, and somebody gave the chair a push. My hands caught under the wheel. It was really my own fault. That chair shouldn't have been standing so near the aisle. I haven't had such a soft time since I left school. You know I started to work when I was sixteen and I had three jobs before I came here. I was a damn fool for quitting that Western Union job. I could have been running one of those Telotype machines now if I'd stayed there, but I got sore because I didn't get a raise, and then I quit. I ran away from home when I was sixteen. I thought I was going to go to Pennsylvania, but I ended up in Wisconsin. I had a tough time getting enough to eat. Couldn't get a job because I was so small. The only thing I ate for quite a while was bread that I robbed out of bread boxes. These guys around here don't know what it is to be hard up. They should be out like that and get hungry. Then they would know something."

6 ← 7 Hands
6 ← 7 TR Hands

This was to be 5's last day. As we were taking the count at noon,

Obs: (To 5) "Well, it won't be long now."

5 ← 7 Transfer

No.5: "Oh, I'm not going today. They've changed it. They're short of parts or something. I guess I'll go sometime next week."

Afternoon

2 and S 1 changed jobs.

2 ← 7 S 1 work

6 is still talking about his pay check. The Group Chief has asked the Section Chief to check his pay. He has figured it within a few cents of the amount 6 received.

CC SEA → 6 Pay

A.C.M. 1-15-32 Cont'd.

Obs: (To 6) "Did they figure your pay yet?"

No.6: "Yeah, the Group Chief claims that he had the Section Chief figure it and it came out right, but I didn't see the figures yet. Those guys don't know how to figure pay. Everyone of them figures different. The old bosses I had figured it one way, the Group Chief here figures it another way, and the Section Chief figures it another way. How'm I going to know if I'm getting what's right?"

G. C: "Why don't you figure it yourself?"

No.6: "If I had all the dope that you guys got I'd figure it. You bring me all the stuff to figure it out, and I'll tell you whether I got enough or not."

G. C: "Aw, go on back to work."

6-79CCCC Pay

2CA2-76 Pay