

RECORD OF OBSERVATIONS  
BANK WIRING TEST ROOM  
VOLUME III  
March, 1932 - May, 1932

*121 pp.*

## DON'T DISCLOSE IDENTITIES

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

215.

### RECORD OF OBSERVATIONS

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

TUESDAY  
Monday  
March 1, 1932.

#### Morning

1, 2, 3, and S 1, will not be in the room for the balance of the week. The Inspection Group Chief has taken I 3 out of the test room. I 3 has been given a special job inspecting parts which have been rejected. They hope to salvage some of the parts. I 1 is handling the 6 wiremen who are left in the test room.

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No.8: (To obs.) "I'll not do much work today. I can't get going. I guess it's too much vacation, or else I worked too hard Saturday unloading a flower car."

8-175

Obs: "How did you happen to be doing that?"

No.8: "I hang around with the kid. His father's the undertaker. Whenever they have a funeral when I'm off I always go out with him. There was sure a lot of funerals Saturday. We got held up by two of them when we were trying to get into the cemetery, so that by the time we pulled up to the grave our funeral was right behind us. You see, we have to get the flowers spread around the grave before the funeral gets there. We break away from the funeral about a mile before we get to the cemetery. They've only got a '23 packard, but it sure can go. That kid hits it up sixty miles an hour. I always pray the stop lights will all be red when we break like that. I get a kick out of going through them. When my father died we went right through the city about eighty miles an hour. You see the coppers jump out into the street when they see us coming and everything stops and we steam right through. I tore my pants on the car door Saturday. It's not much, though."

- - - -

8 and 9 are sitting near the observer's desk. Neither of them feel like working.

I 1: (To 8) "Finish up those sets, will you? I want to take these selector jiggs off this box."

8-126  
I1-26

No.8: (To S 4) "Go over and wire them for me, will you?"

54-32

S 4: "Why should I? I'm a solderman."

A.C.M. 3-1-32 Cont'd.

No.8: "Go on and wire them; there's only four rows to go. I'll never get four rows done today."

S 4: "All right. I'll just do the four rows, though. You solder for me."

No.8: "All right. Maybe I can get myself together if I solder for awhile. I suppose I'll go nineteen rows in the hole again today the way I did last Tuesday, but I can make it up."

No.9: "I'm gonna go in the hole again today too."

Obs: "You didn't catch up for last week, did you?"

No.9: "Sure I did. That interview is what saved me, though. I was slipping when I went up there."

\* \* \* \*

4 started his new equipment in position 3.

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Obs: (To G.C.) "You won't have to work so hard this week."

G. C: "No, I haven't got anything to do; but I worked hard enough last week. You know handling those two jobs is a little too much. I don't think I could do it if the whole gang was here. I could have made it all right last week if I hadn't been sick. That cold had me down."

Obs: "Do you feel better today?"

G. C: "Oh yes, it's pretty near gone now. Saturday I got up and rubbed off the car, straightened up the garage a little bit, and by the time I got through I was as weak as a cat. I went in and went to bed. I stayed there until Sunday about ten o'clock. The court's given my father's tenant until the first of April to get out, so I'll be moving in there before long. I'll be glad to get out of the place I'm in now."

Obs: "Will you save much?"

G. C: "Oh sure. My father's going to give it to me for \$25.00 and I'm paying \$65.00 where I am. Of course I've got to keep the place cleaned up. The house needs painting right now. That's the first thing I'm going to do. My father says he'll buy the paint, but I've got to put it on. Not a bad job, though."

A.C.M. 3-1-32 Cont'd.

I've done it once before."

Obs: "I should think \$65.00 a month was pretty steep."

G. C: "It sure is, with our time off. I had my aunt staying with me, so she helps me out, but it's too much for her, now. You see when I first went on four days a week I told her that I couldn't keep up that rent. She was paying me \$10.00 a week then, and she offered to raise it to \$12.00. She didn't want me to move, so I stayed on, but it wasn't long before she got a cut in pay, and \$12.00 a week is a little bit too much for her. Now that we're on four days again I just can't make it."

Obs: "Will she live with you in the new place?"

G. C: "Yes, I'll be able to give it to her over there for \$6.00, so that will make it nice for both of us."

- - - -

8 and 9 came back from getting a drink.

No.8: (To Group) "Well boys, we get three weeks vacation. It's up on the bulletin board."

No.7: "Don't kid me."

No.8: "I'm tellin' yuh. They just put it up. "

The Group does not have much to say about it.

- - - -

Afternoon

The Group Chief is wiring on two equipments in position 4.

I 1: "If you don't do a better job wiring than you did stamping the other day I'm going to reject the whole thing."

No.4: "Yes, Group Chief, you want to do a good job."

They kidded the group chief for quite awhile. When the inspector came over to test the level he found a good many poor solders.

8-127  
7-91

FC-134  
I1-27  
4-16

A.C.M. 3-1-32 Cont'd.

I 1: "Gee this is a rotten job. I don't think I can fix it up. You know you're supposed to put this solder on the terminals, whoa, somethings the matter. Oh lookut here, fellows, he skipped a terminal and then when he found out that he had an extra wire he left it off. Oh boy, and here's a reverse. You know, Group Chief, we can't put up with this kind of work."

5 took the equipment to position 5 before the second level was inspected. The Group Chief then left the room. I 1 found several reverses on the second level which the Group Chief wired.

I 1: "Wait'll the Group Chief comes back. I'll sure tell him about this."

No.5: "Yes, he gives me a break, then I've got to repair all his trouble."

When the Group Chief came back to the room I 1 told him about all the trouble he found.

G. C: "You didn't really find any trouble on there, did you?"

I 1: "Sure I did. It took 5 about twenty minutes to fix that thing up. You better not try to be a wireman."

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S. C: (To obs.) "We're getting a hell of a lot of trouble out here. I want to get I 3 out of this room. Look at this report. Everybody that's low on there works out here. This wiring report isn't so bad, but that soldering is terrible. I'm getting hell in there for it."

No.6: "What's the matter with the soldering?"

S. C: "See, everything on the other side of this line is no good. There you are in there."

No.6: "Well, that must have been when I was soldering for a day. I'm no good as a solderman, I'm a wireman."

S. C: "Yes, but that's no sign that when you solder you have to do a rotten job."

6 and the section chief argue for some time.

A.C.M. 3-1-32 Cont'd.

S. C: (To obs.) "The Inspection Group Chief tells me that you are holding I 3 out here. He says that he can't take him out. Is that true?"

Obs: "No, I'm not holding anybody out here."

S. C: "Well then you haven't got any strings on him at all."

Obs: "You can move anybody out of here if it's necessary, but I don't want the fellows moved around foolishly. Why is it that you want to take I 3 out of here?"

S. C: "I want to have him inspect out in the other room. I want to see whether he will find the trouble on these good wiremen we've got out there."

Obs: "Well, you've got him out there, why don't you have him inspecting that work now? He'll be out there for two or three weeks. You ought to be able to get a pretty good idea in that time, then you can let him come back."

S. C: "I can do that, can't I. I guess that's what I'll do."

G. C: "You know we've been getting such bum solder out here, maybe that's got something to do with it." CE-135

S. C: "They're using the same solder in the other room. There's no reason why they should do a good job and these fellows out here do a bum one. How is S 2's solder?"

G. C: "I don't think it's very good. You remember I had trouble with him once before about poor work." (To group in rear of the room) "Who's soldering back here now?"

No.7: "I'm the solderman."

G. C: "Why don't you guys stick to one job. You're always changing around."

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I 1: (To obs.) "Gee, I got 37,000 today. That's the best count I ever had out here. That's way more than a 100%." I1-28

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RECORD OF OBSERVATIONS

Bank Wiring Test Room  
 Recorded by: ~~W. J. Dickson~~  
 A. C. Moore

Wednesday.  
 March 2, 1932.

Morning

6 moved his equipment from position 6 to position 1-A and 2-B. 8 has moved to position 6. 6 made this move to accommodate 8. 8 complains that position 8 is dark.

6-92  
 8-128

- - - -

9, 7, and 8 are standing together near position 8 talking about S 3. When they broke up 9 said to the observer:

"I got a card from S 3. I kind of feel ashamed that I haven't been out to see him. He used to come out to the house every once in a while, and now my conscience is bothering me."

9-106

No.8: "You're all a bunch of lazy dogs that you don't go to see him."

8-130

- - - -

8 left the test room to get wire. When he came back to the room he said,

"Who wants some wire?" He had three spools with him.

8-129  
 7-92

7 and 6 said that they could use some.

No.8: "Well, go and get it yourself. You see how I got mine."

No.7: "I'm gonna use up the scrap back here and take daywork for it. No, I think I'll go get some wire and take daywork for it anyway."

- - - -

9 walks over to 7's position and "binging" him.

No.7: "What are you binging me for?"

9-107

9 convinces 7 that he swore. 7 says that he did not know that he had said anything out of the way.

7-93

- - - -

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

7 is hunting around the room for a chew of tobacco. He does not usually chew. 7 cannot find any tobacco.

No.7: (To obs.) "Do you know anybody that chews around here?"

Obs: "No, not around here, but I'm going upstairs pretty soon and I can probably get some up there."

No.7: "See if you can find some. My mouth and throat feel dry today. I think I'll feel better if I take a chew."

- - - -

Afternoon

6 and 4 are kidding each other about work. 6 is <sup>working</sup> very fast. 4 is working faster than usual.

No.4: (To 6) "Go on, you slave, work. You're enough connections ahead now to take care of Friday."

Obs: (To 4) "Is 6 going too fast to suit you?"

No.4: "He's nothing but a slave. A couple more rows and he'll have eight thousand."

No.6: "No I won't. I haven't got today's work out yet."

No.4: "You should have quit when you finished that set."

No.6: "I'm good for another six thousand connections. If they'd pay me for it I'd turn 'em out."

- - - -

7 is soldering. 8 seems to feel like working today. 8 argues with 7 because he is slow. The Group Chief wired the first level on two equipments and gave them to 8. They are not soldered. 8 tries to get 7 to come over and solder them, but he won't do it.

No.8: (To G.C.) "How about getting a solderman here?"

G. C: "Who is soldering?"

No.7: "I am."

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

G. C: "Why don't you guys stick to one job?"

No.8: "They can't do any kind of a job."

S 4 and 7 laugh at 8.

S 4: "Woof, woof, always moaning."

8 then walks over and opens the windows. S 4 goes over and closes them.

No.8: "Leave those windows alone."

S 4: "I'll close them any time I want to."

8 then walks over and holds the chain so that the windows stay open. S 4 walks over and gives him a push and takes the chains away from him. The observer thought that there might be a fight. 8 was very angry, but the group laughed at him so that he went over and sat down. 7 and S 4 succeeded in wasting most of the time which 8 would have gained by taking the equipment which the Group Chief soldered, *weld.*

- - - -

7 "binged" 9 for swearing. The observer did not find any chewing tobacco for 7, so he gets some snuff and puts it into his nose. He sneezes into his handkerchief several times.

No.7: (To obs.) "Gee, I'd better not get any of this snuff in my handkerchief, or I'll get killed when I get home."

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S4-33

9-108  
7-96  
7-97

RECORD OF OBSERVATIONS

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

Thursday.  
March 3, 1932.

Morning

Obs: (To S.C.) "How did you come out with I 3 yesterday?"

S. C: "Oh, he's working over here on the bench inspecting special parts. I can't change him with anybody who's inspecting out here, he's too slow. Let him stay there. I'm all through with it - it's forgotten. I guess I can tell something by the trouble they get out there when I 1 is inspecting the whole room."

SC-27

Obs: "Do you think that the trouble that he <sup>writes</sup> lights up is really there?"

S. C: "I guess it is. The difference between him and the others is that he chalks everything up and the others let a lot of trouble go. He might be making some mistakes. Maybe he calls a loose solder a no-solder, I don't know about that, but that wouldn't make so much difference anyway. I'm not going to worry about it any more."

(This conversation took place in the department. The time was about 8:00 A.M.)

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Obs: (To 4) "How is your friend here going this morning?"  
(We mean 6.)

No.4: "He's still a slave. He's three rows ahead of me already."

4-18

- - - -

G. C: (To obs.) I could have stood some more sleep. The baby kept me awake again. I don't think that makes so much difference, though. I used to have a job where I started at nine o'clock and I was tired then the first thing in the morning. The only difference between then and now was that I stayed up a little later at night. I didn't get any more sleep."

7:30 early to start work

G C-136

- - - -

8, working in position 6, opens the window opposite his position. He then shuts off the heat.

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

No.7: "Don't shut off the heat, it's damp in here."

No.8: "It's too hot."

No.7: (To obs.) "He wants to regulate things around here to suit himself."

7 then goes over and turns on the heat. 8 argues with him. 7 then walks over and closes the window. It appeared as though 7 was going to leave the window open, but changed his mind when 8 protested when he ~~shut off~~ <sup>turned on</sup> the heat.

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No.4: (To G.C.) "You told me that this was a ten bank equipment. I just happened to look at the tag and I see that it is eleven."

G. C: "Did I tell you that?"

No.4: "Sure you did."

G. C: "I don't remember saying that."

No.4: "Well, you did. I was standing over there and you told me that I had a ten and eleven bank equipment. You'll have to change the tag."

G. C: "I don't remember whether I said that or not, but I'll change the tag."

A few minutes later -

G. C: (To 4) "You're gonna get chiseled anyway."

No.4: "I know I'm getting cheated out of two hundred connections, but I can't help it now."

4 is now on the 7th row of the equipment.

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Afternoon

I 3 was sent back to the test room at 3:00 o'clock. He is inspecting position 9, 7, and 6. I 3 cannot get his

8-132

7-98

4-19

GC-137

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

test set to work. He does not know where the trouble is. He fools around on 7's equipment until 4:15. The group has kidded I 3 so much that he don't know what he is doing. It appears as though the long and short cable wires are reversed. I 3 has given up in disgust. 8 and 9 are trying to locate the trouble. 7 is sitting down. He does not appear to be interested. 6 comes back to 7's position.

No.6: (To Group) "Do I have to come back here and show you what is the matter?"

6 plays around with it for awhile.

No.6: "There, I told you. It's a long and short reversed."

G. C: (To I 1) "Why didn't you come back and find it for him?"

I 1: "I told him what was the matter with it; if he don't want to pay any attention let him go."

A little later.

I 1: (To obs.) "It looks like everybody's disgusted with I 3. The Group Chief told me a little while ago that he bawled him out because he mixed up <sup>the</sup> ~~these~~ solders and loose connections. I 3 answered, 'How can I get them if the test set passes them up'. I guess he didn't even understand what the Group Chief was talking about."

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I3-30

6-94

GC-134

I1-29

RECORD OF OBSERVATIONS

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

Friday.  
March 4, 1932.

Morning

When the observer entered the room this morning the Section Chief and the Group Chief were standing near 7's position talking earnestly.

No.9: (To obs.) "We caught hell this morning. The Foreman came in and caught 7 and S 4 sitting down, waiting for I 3. I guess he went out in the other room and raised hell too."

G. C: (To obs.) "That set of 7's was all right last night. I 3 had his box all tangled up."

I 3 is not using a box now. He is inspecting visually.

S. C: "These guys are just taking advantage of the walls around this room. They don't know when they're well off. They plop themselves down on these chairs anytime they feel like it. This isn't the first time the old man raised hell about you guys. We hear about it everytime he catches you sitting down."

No.8: "The old man never caught anybody sitting down out here before."

S. C: "Yes he has."

No.7: "He only comes out once a day, and there is never anybody sitting down in the morning."

S. C: "You guys are just trying to take advantage. (To G.C.) Why don't you move these chairs out of here? Take every one of 'em out."

G. C: "I don't think we'd ought to do that."

No.8: "You can't expect a fellow to stand up all the time."

G. C: "If we took these chairs out of here they'll be sitting on their benches and on the radiators."

No.5: "We've got to sit down to eat our lunch. If you take the chairs out what are we going to sit on?"

9-109

GC-139

SC-28

7-99

GC-140

8-133

5-38

A.C.M. 3-4-32 Cont'd.

There is a chorus of "Yeses".

No.9: "Then we'll have to sit on the bench."

S. C: "Well, you've got to do something so that we aren't catching hell."

Just then the Inspection Group Chief entered the test room with I 3's test box. He hooked the box up for I 3 and tested a little on one of 9's equipments without any trouble.

IGC-7

- - - -

The time is about 9:30.

G. C: (To obs.) "They sure raised a lotta hell about this thing. We've got to spend more time out here, that's all. I don't know what to do about it. These fellows fool around quite a bit, but they turn out their work. The Section Chief is going to spend the afternoon out here to see if he can do any better than I am. They'll act the same way with him. He's easy with the fellows himself."

GC-141

The group chief leaves the room.

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A few minutes later the Section Chief comes in.

S. C: (To obs.) "I should think these fellows would watch themselves a little more. They don't know how tough times are now. If one of them should get fired he never would be able to get a job. I think things are going to be damn tough around here before very long. All of us are liable to take the kick before it's through. They ought to get wise to themselves and dig in a little bit harder, instead of taking advantage of every break they get."

SC-29

- - - -

As the observer was walking through the department the Group Chief stopped him.

G. C: "Is the Section Chief out there now?"

Obs: "Yes."

GC-142

G. C: "Let him stay there. He ought to spend more time out there, anyway. The fellows in here don't fool around as much

A.C.M. 3-4-32 Cont'd.

as they do out there, but they've got the office right across the way. I wonder who jimmed up that test box. I think 8 did it. He's always doing something like that."

Obs: "Then you think the fellows out there fool around more than they did when they were in here?"

G. C: "I don't know that they fool around anymore, but they're more careless, and they make more noise. They get their work out just the same as they did in here. That gang in the rear of the room is going bad. I used to think that S 4 was a good kid, but he is getting spoiled. If I had them out here I'd break them up."

Obs: "What do you mean?"

G. C: "I'd put one in one gang and one in another - split them all up."

Obs: "Why don't you do it out there?"

G. C: "Do you mean put some of them up in the front gang?"

Obs: "Yes, if that's what you think should be done."

G. C: "I don't know how that would work. I don't think those fellows in the front group would want to work anyplace else."

- - - -

No.6: (To S.C.) "Who's going to be laid off next week?"

S. C: "I think there's five of you going."

No.6: "When will we find out?"

S. C: "The Assistant Foreman will be out and tell you."

No.4: "Is it going to be our gang here?"

S. C: "No, there will be some from the rear there. We'll let the single men go first."

No.9: (To 8) "That will mean you and I."

S. C: "Yes, I think it will."

No.4: "How about me?"

S. C: "I can almost promise that you'll be one of them too. I made up the list, but I'm not sure that he is going to follow it."

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6-95  
SC-30

9-160

4-19

A.C.M. 3-4-32 Cont'd.

Afternoon

The observer was not in the test room this afternoon.

- - - -

After 4:15.

Obs: (To F.) "Who did you lay off out there?"

Fore: "The next gang. I think it was 4 and 6. I lined it up just the way you asked me to. Say, did that inspector say anything to you about the fellows picking on him out there?"

Obs: "No."

Fore: "Well, he went up to the Personnel with a long story. He said that they were calling him names and pushing him around when he tried to work. He said that the fellows were done at 2:00 o'clock out there and that they told the gang boss to go to hell. Did you see anything like that going on?"

Obs: "No, I didn't."

Fore: "They got me the first thing this morning and I went out there and found 7 and S 4 sitting down, waiting for that guy, and then we took his test box out and we found that the thing had been grounded with solder and screws. Some one of those fellows must have been monkeying around with it. I think it was 8. I've had trouble with him that way before, but I think that guy lied about this other stuff. I checked up that efficiency out there and they're turning out about as much stuff as they did in here, and I know that when a fellow is turning out between six and seven thousand connections he hasn't got much time to fool around. Those boys out there are a little noisy, but I don't expect a man to stand there and work all day without saying anything. Take 6 - it comes natural for him to be noisy. I used to come over to him once in a while when he was out here and say, 'For [redacted]'s sake, don't talk so loud.' He'd tell me that he couldn't help it. He talks the same way every place. I know, I watched him play pool across the street and I could hear 6 talk as soon as I come into the room. I don't mind that, but I would like to find out who put solder in that test set. They had the thing grounded so it couldn't work. Did you see anybody do that?"

Obs: "No. I'm not there all the time."

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RECORD OF OBSERVATIONS

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

Tuesday.  
March 8, 1932.

Morning

4, 6, 8, 9, and S 4 will not be working this week.  
1, 2, 3, and S 1, are working in their usual positions. Clock  
#95 is working in position 6.

- - - -

The trucker and the group in the front of the room are  
having a great time this morning. They are laughing, joking,  
and kidding each other.

No.3: (To obs.) "A week off is a long time, especially this  
time of the year. There's not much a fellow can do, and it gets  
mighty tiresome doing nothing."

- - - -

G. C: (To obs.) "Did you know the Foreman isn't with us any  
more?"

Obs: "No; what happened to him?"

G. C: "He's supposed to be an Assistant Foreman in some other  
department - I think it's the coil winding."

Obs: "That's quite a surprise."

- - - -

The Section Chief came into the room.

S. C: (To Group in the front) "How many of you fellows came  
in and got your pay last Friday?"

No.2: "I got mine, and don't think I didn't need it either."

S. C: "The payman will be along for the rest of you fellows  
sometime today. I will let you know."

- - - -

The Group Chief is keeping himself busy this morning  
by wiring the first level on several equipments. He then gives

*Trucker 6*

*3-26*

*GC-143*

*SC-31*

*2-29*

*GC-144*

A.C.M. 3-8-32 Cont'd.

the equipment to the next wireman that starts a new set.

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The group seems to be very quiet this morning.

S. C: (To obs.) "I think we got rid of all the noisy eggs. This bunch we've got here now don't make any noise at all. Things are sure getting tough. I think there will be a lot of changes before they're through with this shake-up."

SC-32

The Section Chief seems to be very nervous. He walks around the room as he talks. Suddenly he starts jumping around and says,

"Well, a fellow's got to keep jumping, that's all."

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Clock No.95 went out for the lunch this noon.

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Afternoon

A. F: (To obs.) "I guess you know that I'm an orphan, don't you?"

Obs: "Yes, I heard about it."

A. F: "I'm looking for the Group Chief."

-----

The Group Chief seems to be quite friendly today. He is laughing and joking with the gang in the front of the room. Clock #95 has spent quite a bit of time talking to S 1, 5, and 3. He leaves his work every now and then to go up and talk to them. They are talking about people they used to know. Clock # 95 has just been brought back from Kilbourn Avenue. He is a very good wireman.

GC-145

A.C.M. 3-8-32 Cont'd.

About quarter to four. I 1 came into the room. He seems very much excited. He came over to the observer's desk where S 1, 7, and the Group Chief were gathered.

I 1: "Oh, did I 3 fix you fellows up. He went up to the Personnel and spilled the beans. He told them that you guys were through at 2:30, he said you swore at him, and that you told the Gang Boss here to go to hell - Oh, he lined you fellows up right."

I1-30

G. C: "I know, I heard about it. I was all ready to punch him in the nose. Didn't you see how mad I was when I come in here one time? Fellows telling me to go to hell. I didn't hear 'em if they did."

GC-146

S 1: "Hey, you Turkish S--- of a B----. Did you say that about us? You g---- d--- greaseball. You ought to have a punch right in the nose. Hey, you Turkish B----, did you say that about us?"

S1-76

I 3: "What are you talking about?"

I3-31

S 1: "Never mind what we're talking about, you know."

I 3: "I don't know anything about it."

S 1: "Don't try to lie to us now, we know what you said. You want to look out, or we'll take you for a ride. What we ought to do is punch you right in the nose, and then take you for a ride."

I then comes to the back of the room to get S 1 to solder a row.

1-15

S 1: "I can't solder. I've got to tell I 3 what I think of him."

No.1: "Come on, and solder. Don't worry about him."

RECORD OF OBSERVATIONS

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

Wednesday.  
March 9, 1932.

Morning

No.2: (To S 1) "Come on, S 1. Don't keep me waiting ten minutes for each row."

S 1 does not answer.

No.2: "What do you say, S 1?"

S 1 growls: "Are you running a race?"

No.2: "No, just trying to get my work out."

S 1: (To obs.) "What time is it?"

Obs: "Twenty minutes after eight."

S 1: (To 2) "We haven't been here an hour yet, and you've got seven rows done."

2 is now waiting while S 1 solders his set. S 1 finishes.

S 1: "There, don't say I made you wait ten minutes for this row."

No.2: "It'll be ten minutes by the time I 1 gets through with it."

- - - -

An Inspection Section Chief came into the test room to collect the inspector's donation for the employment relief.

No.5: (To Group in the Front of the room) "Listen fellows, shall I tell I 5's boss what he did this morning?"

S 1: "Yeah, go ahead and tell him."

No.5: "I 3 don't know how to find trouble. This morning he made me fix a reverse that wasn't there, and then I had to put the wires back again. The only trouble was a broken wire, and he made me fix two reverses. You better get somebody out here that knows how to shoot trouble. This guy don't know anything about the job."

The Inspection Section Chief does not answer.

- - - -

2-29

31-77

ISC-1

5-39

51-78

A.C.M. 3-9-32 Cont'd.

No.7: (To S 1) "Come on, get a drink with me."

S 1: "No, I've got to finish this row."

No.7: "All right then, work." 7 goes for a drink alone.

- - - -

S 1 and 5 are razzing I 3.

S 1: "You'd make a fine dentist, you would. I'd like to have you fixing my teeth."

No.5: "If he fixes teeth like he found that broken wire he'd have to pull them all out to find the one that was hurting you."

S 1: "Maybe I 3 is good at driving camels. Why don't you go back to Turkey? That's where you belong."

They kept this sort of chatter up for some time.

- - - -

The Assistant Foreman came into the room. He sat down at the observer's desk.

A.F: "Has I 3 ever kicked to you about the fellows out here?"

Obs: "No."

A. F: "He did plenty of kicking some place else, and we gotta good ride for it. The boys seem to be pretty quiet, don't they?"

Obs: "Yes."

A. F: "I think it's because 8 and 9 are out of here. Those two fellows are trouble makers."

Obs: "How do you like being an orphan?"

A. F: "It's all right, it doesn't make very much difference."

Obs: "Then the new Foreman is handling the same work that the old one was?"

A. F: "Yes, I never bother the Foreman. I've got my work to do, but that doesn't amount to much now-a-days. I do everything out there that I'm allowed to do. There are a lot of things I

7-100  
51-79

51-80  
5-40

AF-24

A.C.M. 3-9-32 Cont'd.

could do if I had the authority. I've gotta take those things to the Foreman. For instance, I'm looking for him now. I've got to ask him what to do about next week's layoff. I know what I would do if it were up to me, but I've got to talk it over with the Foreman. You see, we've got nine men from Kilbourn Avenue. If I were handling it I would add nine to my layoff list each week, but you see I don't know whether that's the way he wants it handled or not. The new Foreman is a fine fellow. He's nice to work with. You know he had this department once before."

Obs: "Yes, I remember."

A. F: "I worked with him then, so I know him pretty well. The old Foreman wasn't so easy to understand, and then too, he tried to play politics every now and then. I remember when he started in the department he thought he was going to get the department over at Kilbourn Avenue, and he transferred all his best wireman over there. It put us in a hell of a hole. And then the best part of it all was that he didn't get that department anyway."  
(To G.C:) "How are the twenty-two A banks coming?"

G. C: "Kind of slow. It looks as though we might run short."

A. F: "He's got plenty of girls over there. I just gave him six more."

G. C: "Yes, but what good are they?"

A. F: "Well, they ought to be good for three."

G. C: "I think he ought to run them a little heavier."

- - - -

Glock #95 went for the lunch today.

- - - -

Afternoon

The Section Chief came into the room.

No.7: "Well, here comes old kid depression again. Don't start that depression talk like you did yesterday."

7-101

CC-147

A.C.M. 3-9-32 Cont'd.

S. C: (To obs.) "Well, the gang looks pretty quiet out here. They're a good bunch, all except these two bad eggs (meaning 9 and 8)."

SC-33

While he was sitting at the observer's desk Foreman 2 came into the room.

F 2: (To S.C.) "Show me this inspector that's causing so much trouble out here."

F2!

S. C: "It's the short guy with the pot-belly. He's not any good on this job. He's too slow for these young fellows. The whole trouble started because he makes them wait when they want to work, and then they get on him and get him so flustered that he doesn't know what he's doing. He's all right as long as everything goes well, but if he gets a case of trouble he is helpless. They had him out in the department and he couldn't keep a gang going out there, and then they brought him in here where there's less work to do and he can't keep them going here. I don't see why they ever brought him in on this kind of work. He used to be doing something out in 49, but maybe he was a flop out there, too."

F 2: "I don't know about that, but I think I'll be able to have him put back there."

S. C: "These lads are really good eggs. They turn us out a good day's work, and they don't have much trouble; that is, except 8 and 9. Of course 9, I guess, is a company problem, but 8 is just ornery."

F 2: "I don't know whether 9 is a company problem or not."

S. C: "You know his father was Foreman over here and the kid is really smart; there's nothing dumb about him at all, but he just don't want to work."

F 2: "Well, nobody can get by with that kind of an attitude now-a-days. He'll either change that attitude and dig in, or he'll get out. I knew his father. He was a mighty fine fellow, but that doesn't mean we'll carry his son if he don't want to work. There isn't room in this company today for those kind of fellows."

-----

A.C.M. 3-9-32 Cont'd.

G.C: (To obs.) "Does it make any difference in your record when I wire the first level of an equipment?"

Obs: "No. I take that into account."

G. C: "I wondered if it bawled things up for you. I'm getting so I can wire the first row pretty good, but I'd like to see how I go on the rest of them."

Obs: "Why don't you take a whole equipment and complete it? You could get one that's schedule far enough ahead so that you could spend the necessary time on it."

G. C: "Yes, I could get a cable without a tag and build a whole set. I think I'll do that tomorrow morning."

- - - -

CC-148

RECORD OF OBSERVATIONS

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

Thursday.  
March 10, 1932.

Morning

G. C: (To obs.) "Well, I've got a cable without a tag. I'm gonna wire it myself."

Obs: "How long will it take you?"

G. C: "I don't know. I just like to get some experience wiring these upper levels. I wanted to do that when I came in here. I think every gang boss ought to know something about the job, but the Foreman told me not to."

- - - -

I 1 came back to the observer's desk.

I 1: "I picked a horse yesterday and didn't play it, and the son-of-a-gun won and paid \$34.00. I didn't know it was going to pay anything like that, or I would have bet it anyway. They had him up over there at 3 to 1."

Obs: "That often happens when you don't follow your hunches."

I 1: "I know it. I'll never do it again. But we had good luck anyway. 4 and 1 and myself always try to agree on one horse that we think will win. Well, yesterday we couldn't agree and so we each bet on a horse in the fourth race that we thought was least likely to win, and by golly he won for us."

- - - -

No. 95 does not work steady. He wires for awhile and then leaves his work to talk to someone. He is now sitting in the chair beside 2's position talking to him. A little later the group is kidding 95. We did not catch all of the conversation. S 1 and 1 are doing most of the talking.

S 1: (To 95) "You've lived down in that Jew neighborhood so long you're getting to look like them."

95 says something.

S 1: "Lookit the way he talks. He talks with his hands."

CC-148

I1-31

TR-18

S1-82

A.C.M. 3-10-32 Cont'd.

This sort of talk goes on for some time. 95 seems well able to hold his own.

- - - -

The group in the front of the room are now arguing about the cost of butter and eggs.

G. C: (To obs.) "They're arguing about butter and eggs now. Those fellows have always got something to argue about."

In these arguments 3 seems to make dogmatic assertions and S 1 and I 1 in particular, contradict him. In this particular argument I 1 is sure that butter and eggs cost less than 3 says they do.

- - - -

The observer asked the Inspection Group Chief to send I 3 up for an interview at 1:15.

I.G.C: "All right, I'll see him right after lunch."

The Section Chief, Group Chief 2, then joined the observer and the Inspection Group Chief.

S. C: "It'll be a good thing to get that guy out of there."

I.G.C.: "I think I'm going to take him out."

S. C: "Do you really mean that? That'll be the best thing you ever did."

I.G.C: "Don't get excited, I'm going to put him out here inspecting wiring ."

S. C: "Well, we can at least see what he's doing out here anyway." The trouble with him is that he's too old. Those kids are too fast for him. There couldn't any of us step in there and keep up with those kids."

I.G.C: "We might get a chance before this thing is over."

S. C: "We'd find out that it isn't so easy to get in there and do a day's work."

G.C.2: "Aw these guys don't turn out the work that we used to. I can remember the time when we used to dig in there and work

CC-149  
3-27  
I1-32

Icc-8

sc-34

CC2-9

A.C.M. 3-10-32 Cont'd.

from morning till night, all day Saturday, Sunday, and then over-  
time on top of it. We had to work then."

I.G.C: "That's the bunk. You never killed yourself around here."

- - - -

No.7: (To S 1) "Where do you want to eat? Here or over at the  
saloon?"

S 1: "The saloon."

No.7: "All right."

- - - -

Clock #95 is getting the lunches again today.

- - - -

Afternoon

G. C: (To obs.) "What do you know about this? I stole the set  
I was wiring on while I was in the other room."

Obs: "What did you do about it?"

G. C: "I went up there and started to take it away from him, but  
then I thought of the orange that I took from him awhile ago and  
let him keep them."

- - - -

I 1 is inspecting the entire room while I 3 is being  
interviewed. He is getting a little behind. The group is call-  
ing for him good-naturedly. He does not delay them very much.

I 1: (To obs.) "The boss pulled a fine one on me this afternoon.  
He told me that I 3 would be gone about fifteen minutes and here  
I've been handling this whole room for an hour and a half." (To  
Group) "You guys are lucky that I 3 went for an interview instead  
of me. Wait till I get up there and I 3 handles the whole room."

2 calls I 1. I 1 does not pay any attention to him. 2 calls  
him again.

7-10<sup>v</sup>  
31-83

GC-150

I1-33

2-30

A.C.M. 3-10-32 Cont'd.

I 1: (To 2) "Don't get excited. I'll get over there pretty soon. You see I happen to know that you're through for today."

2 laughs and says nothing. He went over and sat down.

- - - -

The Group Chief is sitting down near position 5 eating a sandwich, cookies, and an orange.

Obs: "You must be hungry."

G. C: "I'm not going home tonight. I'm going up to that lecture on that lie detector machine."

GC-151

Obs: "Did you bring this lunch from home?"

G. C: "No. The fellows out in the other room gave it to me and then I found this orange back on your desk. Was it yours?"

Obs: "No."

A little later I came back to the observer's desk. The Group Chief was sitting there.

1-16

No.1: "Did you see anything of an orange back here?"

G. C: "You mean the one that was laying on the observer's desk?"

No.1: "Yes. I left it there when we were playing cards this noon."

G. C: "Then I ate it."

I walked away. He appeared to be quite angry.

G. C: "Well that orange will go in on the set you took from me."

I 1: "That was an expensive level, two oranges."

I does not say anything.

G. C: (To obs.) "Gee, I guess he's sore." He then walks down to I's position. They talk awhile and pretty soon I says:

A.C.M. 3-10-32 Cont'd.

"Well, it's all right this time, but don't let it happen again."

G. C: "Well, don't leave oranges laying around."

- - - -

The Group Chief has tried to send the trucker out of the test room several times today.

G. C: (To Tkr.) "Go on out in the department. You haven't got anything to do here."

Tkr: "What for?"

Several in the group laughed, and said: "That's a good one, - what for."

G. C: "Well go on out there anyway."

Tkr: "There's nothing to do in here and nothing to do out there."

G. C: "You could find something to do out there. Don't hang around here so much."

Tkr: "All right, I'll go out there and ~~and~~ solder, then you'll be sorry."

*GC-15  
March 7*

RECORD OF OBSERVATIONS

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

Friday.  
March 11, 1932.

Morning

Obs: (To Inspection Group Chief) "Are your people going to take any additional time off?"

I.G.C: "No, not that I know of. You see they were running way over the bogey when all of the department was here. With twenty of them off each week they average just about 100%."

Icc-9

- - - -

The group is working well this morning with the exception of 7 and S 1 who is wiring in position 6 in place of clock # 95. S 1 and 7 are sitting down. They talk for awhile and then decide to go for a drink. They are gone for some time. After they come back 7 starts to work fast, but S 1 still fools around.

7-103  
S1-84

- - - -

Afternoon

When the observer returned to the test room after lunch he found S 1 repairing an equipment.

Obs: (To G.C.) "What happened here?"

G. C: "Oh, they soldered two A banks in with a spring of B Banks."

Gc-153

Obs: "Who did it?"

G. C: "Either 2 or S 1. They both worked on this equipment. I think 2 made the mistake."

S 1: "And what a terrible mistake it is. It's a hell of a job to unsolder these banks, and it will be just as bad wiring them again."

S1-85

Obs: "I should think it would be."

A.C.M. 3-11-32 Cont'd.

A little later I 1 said to the observer:

"Gee, they pretty near got a good one on me this time. I'd a been on the spot if they'd caught this."

Obs: "Didn't they catch it?"

I 1: "No. The fellow that takes them off the board noticed it and he tipped us off."

Obs: "Then the checker didn't see it."

I 1: "No, I should say not. I'd a been called on the carpet if he had. I'll have to watch that pretty close when he rewires them because I don't want any reverses to get away."

- - - -

S 1: (To obs.) "7 and I got fixed up with a girl out here this noon. She's hot stuff, isn't she?"

No.7: "She sure is. We'll have to take her out some night."

S 1: "Maybe I'll take her out, but you can't, you're married."

No.7: "That don't make any difference. I'm just as free as I was before. You bring your girl over to stay with the wife some night and we'll step out."

S 1: "No, you can't get away with that. That's just the way you are. As soon as I get a car so we can go out you get married." (To obs.) "7 got us into a swell pickle with this Jane. We were kidding along with her and 7 has to tell her that we eat dash, and then what does she say? Nothing but 'I'm from Missouri, you've got to show me'. So where are we? We're on the spot. Now I guess we've got to show her."

No.7: "There's nothing left, we've got to show her."

They laugh and have a good deal of fun about this. A few minutes later S 1 says:

"I'm gonna back out, 7. You can show her if you want to. I'm gonna tell her that I won't do it."

No.7: "Maybe she won't make us do it, anyway."

S 1: "I'm not gonna take any chance. I'm gonna back out right at the start. What time is it?"

I-34

51-86  
7-104

A.C.M. 3-11-32 Cont'd.

Obs: "It's about 2:30."

S 1: (To 7) "Let's go out and see if we can get ahold of her now. I think this is their rest period."

S 1 left the room but 7 did not follow. A few minutes later S 1 came back and said to 7:

"What's the matter, why didn't you come along? We could have got ahold of her."

- - - -

I 1: (To obs.) "I hear I 3 isn't going to be here next week. I 4 is coming out, and I 3 is going to go in the other room."

S 1: "That'll be a happy day for us. The thing that made me sore about that guy squawking was that he got the Group Chief in bad, and the Group Chief is a hell of a swell boss. You'll never get anybody like him again. It makes me sore to see somebody get a fellow in bad just because he's a good fellow and tries to give the boys a break."

- - - -

I 3 stayed after 4:15.

I 3: (To obs.) "I'm trying to see how these wires connect to the blocks."

I 3's method of learning indicates his inability to think and reason accurately. He does not seem to be capable of learning the work by himself. He talks with the observer until nearly five o'clock. In his conversation he placed the responsibility for his failure on the job, first, on the difference between his nationality and the nationality of the operators. Second, he placed the blame upon the inspection department for not training him properly. He then said that he could not get along with the boys because they were just irresponsible kids. He felt that he could work better with mature people.

- - - -

I 2 35  
S 1-87

I 3-32

RECORD OF OBSERVATIONS

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

Tuesday.  
March 15, 1932.

Morning

I 4 is inspecting in place of I 3. 4, 6, 8, and 9 have returned from their week off. S 4 has returned, but he is working in the regular department. 5, 7, and S 2 are off this week.

I 4: (To obs.) "No wonder that poor guy (I 3) couldn't work. This test set is just a pile of junk. I'm gonna have to fix this."

I 4 then takes the test set apart and adjusts the relay.

I 4: (To obs.) "There now, it's all right, but a fellow couldn't work with a set like that."

I 1: "Aw that guy wrecked the set every day. He was always having something the matter with it."

- - - -

The observer was only in the test room a short time this morning.

- - - -

I 4 - 1

I 1 - 36

RECORD OF OBSERVATIONS

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

Tuesday.  
March 16, 1932.

Morning

I 4 is wiring up a new test set for I 1. I 1 is testing equipments in position 5, 6, and 7 occasionally so that I 4 will have more time to work on the test set. When I 4 finishes wiring the set it will not operate. I 2 comes out and very quickly discovers that he has omitted a wire.

I1-37  
I4-2

- - - -

No.8: (To obs.) "I like this soldering job much better than wiring."

Obs: "Why?"

8-134

No.8: "I don't know, but I don't think it is so hard on the eyes."

6-96

No.6: "Wiring isn't hard on the eyes. It isn't as bad as eating that solder smoke all day. I want to live longer than that job will let you."

- - - -

I 1: (To obs.) "Well, Starch didn't do so good yesterday."

Obs: "I noticed he ran eighth. He wasn't paying anything either."

I1 38

I 1: "There's something funny about that race. He started out first and was still first at the half, and then he just quit. He either quit, or he was pulled up. I think maybe the old man needs some money and so he's trying to build up the price a little bit and then bet on him."

- - - -

No.2: (To S 1) "Come on, get this set."

2-31  
81-88

S 1: "All right." (To obs.) "I want to introduce you to lightning 2 and cyclone 3. When those two get going it's just like a whirlwind up here. Give 2 a big chew of snuff and he just burns the solder right off the terminals."

A.C.M. 3-16-32 Cont'd.

No.3: "You forgot the 4:15 Special over here."

S 1: "Oh yes, that's the 4:15 Special. He works until 4:15 every day."

- - - -

S 1 went for the lunch this noon.

- - - -

Afternoon

I 1: (To obs.) "I 4 made a mess of this test set of mine. It won't work. I'm going out and get I 2 to fix it so it'll be all right."

I 4: "Bring your set over here. I'll fix it. The only thing that's the matter with it is that the relay is out of adjustment."

I 4 takes the relay out of the set and then he notices the selector is out of adjustment. He plays with the contact points for a few minutes and then tries the machine and it works.

I 4: (To I 1) "There's your set. Now what's wrong with it?"

I 1: "It looks all right now."

- - - -

I 4 spends most of his spare time telling stories of unusual occurrences. The group gets a great kick out of listening to them. I 4 insists that he lives eleven miles from the plant and that one morning he left home at 7:14, drove his car down to work, parked it, got up to the department and hit the clock at 7:28. After this story 9 said,

"We'll have to get a big gong in the room and every time somebody pulls something like that we'll have to ring it."

I 1: "We'll give it the crown on that one. That old rattle trap of his wouldn't go fast enough to get him down here in that time."

A.C.M. 3-16-32 Cont'd.

I 4: "I drove between sixty-three and sixty-five miles an hour all the way down."

No.9: "It would have taken you three minutes to come from Ogden Avenue to 22nd Street."

A little later I 4 told the group about a Holsteen cow that they had at home. He said that the cow had tits so big that you got a half a bucket of milk every time you squeezed them. He then said that the cow gave almost a wash tub full of milk each day, but that it was so thin that you could toss a half a dollar into the tub and be able to read the words 'In God we Trust' on the coin.

A little later he told a story about a big snake which used to suck the milk from one of their cows. He says that when they discovered the snake they killed it, but that the cow evidently preferred being milked by the snake, because it seemed to act worried after that and it never did give much milk.

I 1 observes that an honest liar hasn't got a chance in that test room any more.

- - - -

9 seems to be working well today. He wants to get over four thousand connections.

- - - -

Obs: (To G.C.) "Where are you going tonight?"

G. C: "To another one of those Safety meetings. They make me tired. I wish I didn't have to go."

G.C-154

Obs: "Do you really have to?"

G. C: "Well you pretty near have to."

I 1: "How come nobody came out and told the rest of us about it. Don't they want us there anymore?"

I1-41

G. C: "Didn't the Section Chief come out and tell you?"

I 1: "No. Nobody has been out here."

G. C: "Wait till I go in and tell him. You fellows know that you're all invited to the meeting, don't you?"

A.C.M. 3-16-32 Cont'd.

No.6: "Yes, but I can't go tonight. It's too late. I've got a date."

G. C: "Why don't you marry that girl? Then you'd be able to get out once in a while."

6-97

No.6: "Don't worry about that."

G. C: (To Group in general) "You fellows better watch and see that you've got your goggles on tomorrow. After this safety meeting the old man'll probably check up on 'em."

- - - -

I 4 complains of being cold. The heat is shut off and the window is open. I 4 walks over to close the window. 9 protests:

"Leave the window open. We need it."

I 4: "All right then. Turn on the heat."

They have quite a scuffle because 9 objects to I 4 turning on the heat. 9 finally takes the handle off the valve. The room is quite cold but the group will not let I 4 close the windows or turn on the heat. Finally S 1 comes down and closes the windows. I 4 thanks him.

I 4-5  
9-112  
51-89

- - - -

RECORD OF OBSERVATIONS

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

Thursday.  
March 17, 1932.

No observations

Friday.  
March 18, 1932.

No observations

RECORD OF OBSERVATIONS

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

Tuesday.  
March 22, 1932.

Morning

S 1 is wiring in position 2. S 4 is wiring in position 8. 2 is soldering in position S 1. 8 will probably be the solderman in position S 3 for some time.

- - - -

S 1 is not working very hard this morning. He comes back to position 7 and gets 7 to go for a drink with him. When they come back he sits down in the chair near the observer's desk.

G. C: ( To S 1 ) "Go on up there and go to work."

S 1: "There you go again, always tracking me down."

G. C: "You had better get to work or I'll put you back on soldering."

S 1: "You can't do that. You know that I hurt my ankle this morning when I was coming in to work."

G. C: "You had better do what I tell you."

S 1: "Now is that nice? I don't go around here telling you what to do. If I ever did tell what I know about you you'd be fired. Now think about that for a little while." (To obs.)  
"I guess I told him, didn't I?"

S 1 then walks away from the observer's desk but he does not go down to work. He walks over to position 8 and talks to S 4.

- - - -

The Group Chief will be doing the trucking this week. The trucker has been laid off.

No.8: (To obs.) "Gee I'm stiff this morning. My back and shoulders ache."

Obs: "What happened to you?"

51-90

CC-155

8-135

A.C.M. 3-22-32 Cont'd.

No.8: "I was shoveling snow yesterday for a fellow that runs a gas station, you know, the place we hang around. Another fellow and I cleaned off his whole driveway."

Obs: "How did you happen to do that?"

No.8: "Oh we just did it for fun. While we were out shoveling the owner stood inside the station and laughed at us. We got a good one on him. We took all the snow we could find and piled it in the middle of the driveway and then we made him clean it out. Gee, there are some dumb drivers. One fellow pulled into the station yesterday and deliberately went out of the path that we cleaned through some deep snow. I guess he wanted to show us how that new Chevie of his could pull, but he got stuck. We had to go out and push him out."

- - - -

G. C: (To obs.) "I ache under my shoulder blade this morning."

Obs: "What is, a cold?"

G. C: "No, I was painting yesterday."

Obs: "Oh, have you moved into the new place?"

G. C: "No, not yet, I'm getting it cleaned up. They had some terrible colors on those rooms. I think it's gonna look nice when I get through. I'm mixing my own paint, but I made a mistake, I got one batch of it too thin. Gee I was sore. I've got to put on three coats to cover up the other stuff."

Obs: "What will it cost to paint the place?"

G. C: "I don't know. My father's paying for it and I'm doing the work. We almost had an argument about that. When I agreed to take the place he said that he would furnish the material to clean it up if I would do the work. Then a little later he changed his mind and told me that he couldn't afford to do much cleaning. I told the wife and she went over and raised hell with 'em, and then he got ahold of me and asked why I had told my wife. He said, 'You know we always get along together, you didn't have to bring her into it.' We do get along pretty well at that. I'm the only one of the boys that he can get along with. He's kind of hot headed, and my brothers tell him what they think of him, but I found out that you can't get along with him that way. I don't sass him back even though he is wrong."

GC-156

A.C.M. 3-22-32 Cont'd.

I figure it's better to take some of those things and get along with him. I can always make up for it some other way."

- - - -

I 1: (To Group) "Look who's getting the lunch today."

I is going around taking the orders. After he has the orders written up and the money collected he turns it over to S 1. When S 1 returns with the lunch he finds that he has a dime more than he needed. The Group kid him about making a dime off of them. Several of them say that they have bought his lunch. Most of the group are broke. They are eating much less than they used to.

No.6: (To obs.) "Believe me I know what it is to get along for two weeks with only a dollar." He bought only a bottle of chocolate milk for lunch.

7 and S 1 said that they are going out and eat a couple of hamburgers. They usually have quite expensive lunch in a saloon.

- - - -

Afternoon

The group has heard that there is a big layoff coming, but they do not seem to talk about it.

Obs: (To 9) "It looks good to see the room full again."

No.9: "Yes but it won't last long. A lot of us will be out in the cold before long."

- - - -

No.6: (To I 4) "This thirteen you've got on the sheet is a poor insulation, isn't it?"

I 4: "No, it's a broken wire."

I 1: "Thirteen is a poor insulation."

I 4: "I guess I know what it is, it's a broken wire."

I 1: "What row of numbers are you using?"

I1-42

1-17  
51-91  
TR-19

6-94

7-105  
51-92

9-113

6-99

I4-6

I1-43

A.C.M. 3-22-32 Cont'd.

I 4: "The ones we're supposed to, the top."

I 1: "We're supposed to be using the bottom row. I know because we had these sheets out here before. We all started to use the top row and the Section Chief came over and told us to use the bottom."

I 4: "You're wrong. We've always used the top row and we're supposed to keep right on."

I 1 then went out to see the Inspection Group Chief. 6 took a sheet out of the test room to ask an Inspection supervisor in Department 6349.

I 4: (To obs.) "I 1 has made a mistake. He's making all these sheets out wrong."

Obs: "What is that bottom row of numbers for?"

I 4: "I don't know."

Obs: "They must have some use. It might be possible that you are wrong."

I 4: "I don't know. I'm going out and find out." He left the test room.

A little later the two inspectors returned.

I 1: (To obs.) "Well he's wrong. We're supposed to use the bottom row."

Obs: (To I 4) "I 1 tells me you're wrong."

I 4: "No I'm not; I'm right. We're supposed to use the top row. We can use either one we want to. The only thing that counts is that we put the total defects in the proper square on the bottom of the sheet."

I 1: "Well everyone in the department is using the bottom row except you."

I 4: "Well everyone in the department don't know what they're doing. I know more about these sheets than anybody because I've been here longer."

I 1: "I suppose you know more about them than the Group Chief."

I 4: "Yes I know more about it than the Group Chief does. I've been here longer than he has."

- - - -

RECORD OF OBSERVATIONS

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

Wednesday.  
March 23, 1932.

Morning

2 is wiring in position 2. S 1 is soldering in position  
S 1.

- - - -

6 is complaining about the quality of the work done by  
either the block wireman or the cable former. He has had twelve  
reverses. This means that he must sit down and wait until 9  
comes down and repairs them.

6-100  
9-114

No.9: (To obs.) "Oh boy, will I chisel him today."

Obs: "How much are you going to get?"

No.9: "If this keeps up I'll chisel them out of two hours, anyway."

- - - -

A little later the Section Chief came into the room.

No.6: (To S.C.) "I've got too many reverses on here. The longs  
and shorts are reversed on almost every row. You've got to raise  
hell with those guys."

S. C: "Who did it?" (Section Chief looks at the tag.) "That was  
probably the cable formers fault. It's a new man."

6-100  
SC-35  
TR-20

No.6: "Well I can't make any time with a cable like this."

Group in the front of the room: "Quit your moaning."

S. C: "I'll see about it." Section Chief leaves the room.

No.6: (To obs.) "I don't like to kick about those fellows but  
when it gets so bad you have to do something."

Obs: "This is the second cable you had that way, isn't it?"

No.6: "Yes, I didn't say anything about the first."

- - - -

A.C.M. 3-23-32 Cont'd.

Afternoon

When we came in the room 8 was wiring in position 8 in place of S 4.

Obs: (To 8) "I thought you were going to solder all the time."

No.8: "S 4 wanted me to wire four rows for him, but I can't make any headway. I feel ~~lousy~~ after being off the job for two weeks."

8-136

54-34

S 4: "The way you're wiring I'm getting chiseled."

8 is just loafing along. He puts on a few connections and then stops to talk to 9 or 7.

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I 1 is accusing 2 of working too fast. 2 answers everything that I 1 says in the Southern dialect. He uses the words "Sweah" until finally I 1 gets sore and refuses to talk to him.

I1-44  
2-32

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No.1: (To S 1) "Come on, give me back my orange."

1-18  
S1-93

S 1: "Is your orange gone again?"

No.1: "You know it's gone."

S 1: "I don't know a thing about it." (To Group Chief) "Was that 1's orange that you were eating?"

GC-157

G. C: "I don't think so. I found it here on the desk."

No.1: "That was it. I left it back here at lunch time."

1 is quite disgusted. He walked away grumbling.

G. C: (To obs.) "I suppose he's sore now. Why don't he take care of his oranges?"

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A.C.M. 3-23-32 Cont'd.

Group Chief 2 came into the room with some tickets for the boxing show.

Obs: "What kind of tickets have you?"

G.C.2: "The \$.35 ones. I think the \$.35 seats there are going to be better than the fifty cent ones. I know that's where I'm sitting. I wouldn't spend \$.50."

The Group talked about the various contenders. They seemed to know several of them quite well. S 1 and 3 lead in this discussion.

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GC<sub>2</sub>-10

TR-21

RECORD OF OBSERVATIONS

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

Thursday.  
March 24, 1932.

Morning

5 came over to the observer this morning with an envelope of pictures which were taken at a National Guard camp. At the time the pictures were taken he was a sergeant in a field artillery company. 5 seemed to enjoy explaining the details of each picture. The particular thing we noticed in them was that 5 was happy. His attitude made such a change in his expression that we could not pick him out in any of the groups ~~in the test room.~~ *In the test room* 5 seldom smiled, and when he does, his smile is only a half-hearted grin. 5 explained that he is no longer a sergeant as he quit the National Guard about a year and a half ago, but he recently re-enlisted. This sergeant rank evidently meant a great deal to 5. He called our attention to the stripes on his sleeve in several of the pictures.

5-41

The Foreman<sup>2</sup> called the observer this morning and asked him to come to the office.

As the observer came into the department he noticed the Assistant Foreman, the Section Chief, Section Chief 2, and the Group Chief standing together. They were evidently questioning the Group Chief. As we went by the Assistant Foreman said,

F2-2

"Did you get the Foreman's message?"

Obs: "Yes."

A. F: "He wanted to see you. I thought maybe you were just going by."

Fore: (To obs.) "Say, I've got to go out there and talk to the fellows in the test room and talk to them about the quality of their work. The Inspection Department Chief has got a report out that got up to Beal, so I've got to do something about it, but I wanted to ask whether you fellows had any objection."

Obs: "We have no objections whatsoever. You do whatever you think is best."

A.C.M. 3-24-32 Cont'd.

Fore: "The Group Chief and I just came down from Beal's office, and if the quality report that he has is true, those fellows are doing a rotten job. I intend to get them together and tell them that they are just about on their own out there, but that we expect them to work just the same as though they were in the other room here where we could watch them all the time. That's all I wanted. I just wanted to know how you people felt about that."

- - - -

The observer did not come into the test room until after the Foreman had talked to the group. When we entered the room,

No.9: (To obs.) "Well, we just got told again."

No.7: "Yes, we got bawled out."

Obs: "How come?"

No.9: "I guess we're fooling around too much. We got told about everything. We're doing a bum job and we don't turn out enough work."

- - - -

At about 11:30 I collected the money for the lunches from the group and then turned it over to S 1, who went out to the lunch counter for the lunches.

- - - -

Afternoon

Obs; (To G.C.) "I understand that you're getting quite chummy with the big boys."

G. C: "Yes, he wanted to know something about this test room. I guess he got a report that the quality of the work was poor. I guess he thought that you fellows were doing the supervising out here, because he seemed surprised when he found out that we were handling it."

Obs: "What did he have to say?"

A.C.M. 3-24-32 Cont'd.

G. C: "He asked the Foreman what was the matter out here, and he told him that it was almost impossible to supervise the group because they're so far from the department. Then they asked me what I thought the trouble was and I told them about the poor solder we've been using and the light. I think that's got more to do with the quality than anything else. I didn't have much to say. I just answered the questions they asked me. It sure is a lot different working for this Foreman than it was for the other one. You can understand what this Foreman is talking about. He knows how to say things to make them clear. I never did know what the other Foreman was talking about. This Foreman don't talk unless he knows what he's talking about, and then he says things in a way so that you can't misunderstand him."

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RECORD OF OBSERVATIONS

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

Friday.  
March 25, 1932.

The observer was not in the test room  
on this date.

RECORD OF OBSERVATIONS

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

Tuesday.  
March 29, 1932.

Morning

The observer came to the test room and found only the Group Chief in the room.

Obs: "What's happened to everybody?"

G. C: "They were all laid off for the week except 5. I've got him out in the department."

Obs: "How did they happen to lay off the whole bunch?"

G. C: "They had to do something. We're taking in men from Kilbourne and the schedule is cut way down, so they've got half of the department off each week."

Obs: "How did it happen that 5 didn't go with the rest."

G. C: "I'd like to know that, too. It's funny to me. He's got a wife that's working and I should have thought that he could stand the layoff better than some of the rest of them."

Obs: "The way things are going it doesn't look as though you'll be bothered with this test room much longer."

G. C: "Well to be perfectly frank with you I'd rather see them all working out in the department. This gang out here makes my job quite difficult. It's almost impossible to make these fellows do what you want them to out here, and then I've got the job of keeping stocks ready for them, - I'd just as soon see them do away with it."

Obs: "I can see how you feel. It has made more work for you."

We have noticed that the Assistant Foreman has not acted very friendly lately. This is just a hunch, but it seems as though his attitude has changed. On Friday April 1, [redacted] and the observer approached the Assistant Foreman and asked if he had any definite plans for the next week. He said, in effect, that his plans were not definite, but that the inspection was kicking because they only had half enough work for a man in the test room, and that left

CC-158

A.C.M. 3-29-32 Cont'd.

them with the same condition in the department, so that they were forced to work a man more than is necessary. The Inspection has suggested that he only work enough wiremen in the test room to keep one inspector busy, and that he bring the other wiremen out into the department so that they can cut down their expense. The Assistant Foreman said that he did not know how he was going to handle it, but that he would have to talk to the Foreman. The observer noted the arrangement for the best interests of our study and he suggested that we talk it over with the Foreman. We found the Foreman at his desk. The Assistant Foreman explained the problem to him and added that he believed in view of the fact that they had not consulted the Inspection Department in any of the layoffs which have been arranged to date, that it might be advisable to go along with them in this instance. The Foreman said that the department plans for handling this reduction in schedule and the absorption of the men from Kilbourne were very much in the air. He said that their plans would become more definite sometime next week, and he asked that we bear with them until this decision could be made.

During this conversation we emphasized the fact that our study cannot be conducted unless the major portion of the individuals involved are kept together. When we left the Assistant Foreman agreed to keep as many of them out there as he could.

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RECORD OF OBSERVATIONS

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

Tuesday.  
April 5, 1932.

Morning

Upon entering the test room this morning we found 1 working in position 1, 2 working in position 2, 3 in position 3, 4 in position 5, and 6 in position 6. S 1 is soldering position 1, 2, and 3 A. S 2 is soldering position 3B, 5, and 6. I 1 is inspecting for the entire group.

- - - -

Obs: (To Group) "Where are the rest of the boys?"

No.6: "They're out in the department."

I 1: "This is a fine how-do-you-do. They give me a week off and then I've got to come in here and do twice as much work as I have been doing."

Obs: "How much will you get out of this gang?"

I 1: "I don't know. Let's see, it'll run between 34 and 35 thousand."

Obs: "Let's see, you were getting about 30,000 before."

I 1: "Between 28 and 30 thousand."

S 1: "There you go, always moaning. Aren't you ever satisfied? You ought to be glad you've got a job."

I 1: "I'm not kicking, but don't you fellows kick either if you have to wait, because I can only do so much, and believe me I'm not going to do any more."

- - - -

S 1: (To Group) "What can I do to make money? I ought to be able to make that Studebaker of mine earn something. Oh, I know what I'll do. How many of you fellows want to buy some eggs."

No.3: "How much?"

A.C.M. 4-5-32 Cont'd.

S 1: "Twenty cents a dozen, delivered right to your door in a perfectly good Studebaker."

No.3: "Twenty cents is too much."

I 1: "I can buy all the eggs I want for fifteen cents."

S 1: "But these eggs will be right out of the hen. Well, I see I can't sell you fellows anything."

No.3: "I guess what you'll have to do is turn bootlegger."

S 1: "That's a good idea, but who's goin' to buy booze?"

No.3: "If you sell it cheap enough they'll buy it. I was down home last week. Down there you can buy coal for \$2.00 a ton. There's a lot of mines around that neighborhood, and you can go out and dig your own coal for nothing is you want to. Everybody got excited down there last week. They heard that the Cement Mill had a million dollar order, but then come to find out they already had the cement stored in a bin, so they didn't get any work out of it anyway. The Westclock factory where my aunt works is only working two or three days a week. There they don't know how much work they're going to get. When the company gets an order they call in enough help to fill it, and then you go home until they get another order. They've got a pension plan down there. Everybody over ten years service is supposed to get \$12.00 a week, but they're pretty slick in getting around that. They give all of their people one or two days a week, and then they don't have to pay them this pension. My aunt would get more money each week if she stayed home all the time, but she has to work when they call for her."

- - - -

A visitor came in to see 3. Their conversation evolved around organization changes which are being made in the plant. The visitor told of several department chiefs who were now section chiefs in the Specialty Products branch. 3 observed that those changes would probably mean a cut in salary too. The visitor did not think so. He said that that was contrary to company policies.

No.3: "There are no more company policies. This depression has got them all."

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A.C.M. 4-5-32 Cont'd.

I collected for the lunch and S 1 went out. A few minutes later S 1 came back and said that the department would not give him a pass, so he could not get the lunch.

- - - -

Afternoon

The observer was not in the test room until about 4:00 o'clock.

- - - -

RECORD OF OBSERVATIONS

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

Wednesday.  
April 6, 1932.

Morning

The group seems to be unusually quiet this morning.  
They are not talking much.

- - - -

I 1 has a bad cold.

2: (To Group Chief) "How about some more wire?"

G.C: "There's some over there."

2: "That stuff is no good."

G.C: "You've got to use it anyway."

2: "I didn't put it there - why should I use it? Let 6 use it. He put it all over there."

6: "I didn't put it there and I'm using it."

G.C: "They told me in the other room that this wire is all right, so what am I going to do about it."

6: "Cut it up."

G.C: "You think that's all I've got to do?"

S 1: "Give it to Group Chief 2. He's only got three men to take care of out there. They've given you the dirty end of this thing. You've got all the men and they haven't got anything to do."

G.C: "I've got this gang in here and then the wiremen in the other room and the stampers. I've got enough to keep me busy, all right."

6: "That's the trouble, they load all the work on one and the rest of them don't do anything."

G.C: "They're doing something out there. I guess they're sorting insulators."

- - - -

A.C.M. 4-6-32 Cont'd.

At 11:30, 3 had been waiting several minutes for banks. The Group Chief came in carrying two pans of banks. He gave one pan to 3, and the other to 1.

G.C: "Now you fellows are all fixed."

4: "I need some more."

G.C: "I guess I might as well get your lunch."

He takes the order from the group and leaves the room. About ten minutes to twelve he came back with the lunches.

4: (To Group Chief) "Where are my banks?"

G.C: "I forgot them. Do you need them now?"

4: "I'm waiting - but you can bring them after lunch."

Afternoon

I 1 is having difficulty today. His test set does not work very well, but ordinarily this would not bother him. It seems as though he is in the wrong place most of the time. For instance, he was testing 6's equipment as soon as the solderman finished, while 1 had to wait for him. 6 had plenty of work on his other equipment and 1 had nothing to do.

1: (To I 1) "Come on, I 1, I'm way behind."

I 1: "You've got to wait until I finish this."

I 1 then went over to 1's equipment and started to test it. 1 looked at the inspection sheet and saw that he had not timed for the level previous.

1: "You didn't sign the last level."

I 1: "Maybe I didn't inspect it."

1: "I don't know whether you did or not."

I 1: "I don't either. I guess I did though."

By this time 2 was calling, and 3 said that he had only two more laps to go.

I 1: "I guess I inspected it. I'll sign it anyway."

I 1 went to 2's equipment without delaying him much, and he got through testing 3's equipment without delaying him at all.

A.C.M. 4-6-32 Cont'd.

He then looked around and said, "Who's next?" There didn't happen to be another equipment ready for him, and he sat down to read the Western Electric News. He read until someone called him, and then he was in about the same fix as he was before. I l does not usually work this way. He's usually very careful to see that the wiremen do not get ahead of him.

- - - -

KH

RECORD OF OBSERVATIONS

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

Thursday.  
April 7, 1932.

Morning

It seems as though I 1 is working a little better today.

Obs: (To I 1) "How's your cold?"

I 1: "Oh, it's a little better but I still feel rotten."

I 1 fell behind several times this morning, but he did not delay the wiremen nearly as much as he did the day before.

- - - -

The observer went to the assistant foreman's desk.

Obs: "Have you made any permanent plan on the hours yet?"

A. F: "Here's the latest plan. I've just written it up. It calls for the men with over ten years' service working full time, that is four days, the people with eight years' service who have dependents, working full time, and then according to our present schedule, that leaves the balance of the department with seven days' work each month. That will mean that all of your fellows out there will be working seven days a month. We're going to try to arrange it so that they work those seven days consecutively. For instance, they'll come in on a Wednesday, work three days that week and then work four days the next week, and then be off for two weeks. With that line-up I've got seven more men than I need and I don't know what we're going to do with them."

Obs: "Then that group that we have out there now will be able to work seven days in a row and then we won't see them for two weeks. Do you think you'll be able to keep them together?"

A. F: "I think so. I think the connector schedule is heavy enough so that we will be able to run all of them out there, but don't say anything out there, because this is only a tentative plan. They may finally decide to do something else altogether."

Obs: "I quite understand."

- - - -

A.C.M. 4-7-32 Cont'd.

About noon the group chief came into the test room. He told the group about the new plan. He said that he had heard that they were only going to work seven days a month.

S 1: "What are you trying to do, spread a lot of gloom around here?"

G. C: "Well, you're only working eight days a month now."

S 1: "Well, seven will be just that much worse."

3: "I remember when we were working full time - then we got cut from five days. We all thought we could just barely get by. Now here we are working two days a week and we still get by."

S 1: "Yes, but how! . . . Do any of you fellows want to buy a pig? I'm going to buy one and put him out on the folks' farm."

Obs: "Wouldn't it cost you quite a bit to raise him?"

S 1: "No, I'd just turn him loose."

Obs: "The price of pork is down pretty low now."

S 1: "I wouldn't sell him - I'd eat him. You'll see S 1 out there in the hot sun this summer, running along in the back of a plow. The folks haven't got any money out there, but they can at least raise enough to eat."

- - - -

As the group chief was taking the order for the lunches, he said to the observer: "I don't get this lunch. I turn it over to the kid out there. He gets it and then I bring it out."

- - - -

Afternoon

The observer was not in the test room.

KH

RECORD OF OBSERVATIONS

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

Friday.  
April 8, 1932.

Morning

The observer was not in the test room this morning.

- - - -

Afternoon

When we came into the test room 9 was sitting at the observer's desk, eating.

Obs: (To 9) "How are things going in the other room?"

9: "Not very good. I have to work too hard. They've got me working right across from the office. I wish we could get back out here. I hear we're going to be working seven days a month."

Obs: "Is that so? Where did you hear that?"

9: "I overheard it from the office side. When they start talking in there I keep my ears open. If we get out again I've got to find some kind of a job. They say it's going to be two weeks off. That's too long to lay around."

Obs: "What happened to your ice cream parlor?"

9: "That went on the rocks. Just the day before when we went down to see them the last time the Hydrox people put ice cream in the drug store, so that left us out."

- - - -

2 finished his equipment before noon. After noon he helped 3. 2 and 3 are working very fast. S 1 does not like this arrangement. It means that he must be ready to solder equipment 3A as soon as the wiremen leave it. If he does not, they finish equipment 3B before the inspector can get away from 3A. 3 and 2 both called for S 1 just as he was leaving the room.

sL "You guys slow down. Are you trying to kill the job?"

3: Never mind what we're trying to do. Come over and solder this."

A.C.M. 4-8-32 Cont'd.

S 1: "You guys can go to hell."

He leaves the room. 2 stops wiring and solders the equipment 3 A. As he is about finished S 1 comes back.

S 1: "That's the way to do - help a fellow out."

2: Just stick on the job for a while and get something done."

S 1 makes an effort to keep the equipment soldered for a short time. Then he begins delaying them again.

- - - -

6 has to wait for banks quite a while this afternoon. He entertains the group by telling of his experiences, in which he always takes the part of the hero. He told them of a fight in which he knocked out several fellows. A little later he told them about the time when he was manager of a big company. He pictured himself as a hard-boiled executive. 6 seems to be enjoying the afternoon very much. 3 and 1 ask him what he had for lunch that made him feel this way. They think he must have had some kind of dope. S 1 decides that it must be "Roo Hee", that Indian tonic.

- - - -

At about 3:45 the assistant foreman came into the room. He said, "Hello fellows. Here I am again." They all gathered around. He calls out each name and tells each one in the group individually that they are going to be off next week. He then asked if any of them lived near fellows who are off this week. 1 said that he knows where the trucker lives. The assistant foreman asked if they would tell anyone that they see not to come to work until Wednesday. He said that there is no work for anyone in the department Tuesday.

- - - -

As we were leaving the test room at about 4:30, we met the assistant foreman and his assistant in 6349.

A. E: (To Obs.) "My fellows out there took this lay off very nicely, didn't they?"

Obs: "Yes, I thought they did."

A. E: "I'm not having any trouble with anybody. This fellow here, (meaning the assistant in 6349) says his fellows are

A.C.M. 4-8-32 Cont'd.

crabbing like hell."

Assistant in 6349: "Yes, I'm having trouble with the older service fellows. They don't see why they should be off as much as the fellows that have been here only two or three years, but I think this is the best way to run it. It makes it equal for everybody."

A. F: "That's the only thing we can do now."

Obs: "I understand that the shop is closing down, Tuesday. Why is that?"

A. F: "Well, all I know is what they tell us. They say that it's because of the election, but you can use your own judgment about that. There's a threat of a communist demonstration for that day, too."

A. F: (To the assistant in 6349) "If you see the foreman, find out whether we're working Tuesday. I don't care whether I work or not. I've got plenty to do around the house."

Just then the foreman came in.

A. F: (To foreman) "Are we working Tuesday?"

F: "Certainly you are."

A. F: "All right."

- - - -

EH

RECORD OF OBSERVATION

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

Tuesday.  
April 19, 1932.

Morning

We have the same operators in the group this morning as we had last week with the exception of the inspector. An extra man has replaced I 1.

6: (To Obs.) "It's tough getting back to work today. I've been off so long that I've gotten out of the habit of working."

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4: (To obs,) "6 got some good news this morning. He says we're going to be working this week and then stay off for two weeks."

Obs: (To 6) "Where did you hear that?"

6: "The assistant foreman told me this morning. I wonder what they think we're going to live on."

- - - -

3 is telling the group at the front of the room about a comedy picture he saw last week. S 1 and 4 are enjoying the comedy with him. He evidently had seen several shows.

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The assistant foreman came in this morning and told the group that they would work this week and then be off until May 11th. He explained that after that they would work three days one week and then four days, and then they would be off for two weeks again. He told them that they would be expected to watch their own schedule. The group took the announcement quite good-naturedly and particularly so while the assistant foreman was in the room. When he left, S 1 said, "Now I've got to do something to make money. Who wants to buy some eggs? Come on, 6, what do you say we go in business? We'll buy them for ten cents a dozen and sell them for twenty. If we sell thirty dozen we'll make three dollars. That's the way to make money."

6: "All right, we'll get some big customers who will take lots of eggs."

A.C.M. 4-19-32 Cont'd.

3: "Where are you going to get these customers?"

S 1: "We'll find some. You wait and some day I'll pull up in front of your house with my big Studebaker full of eggs."

3: "Yes, but you can't get twenty cents for a dozen for all kinds of eggs. They've got to be selected. You've got to know how to handle them and see that they're all fresh."

S 1: "Well, can't I do that? But that won't be necessary. I can get all the eggs I want that are good."

S 2: (To 6) "How are you going to get them eggs?"

6: "We're going to get them from the country."

S 2: "Well, how are you going to get them here?"

S 2: "We're going to ship them. The railroad trains are still running."

3: "What if you get your Studebaker full of eggs and then can't sell them?"

S 1: "There you guys go. 6 and I try to make money and you fellows make fun of us."

- - - -

1: (To 3) "Oh, say, I forgot to tell you - I saw your brother Saturday night. All he wanted to do was to give me a drink."

3: "Yes, I know. He come home pretty well shot. When he got home I told him he was drunk. He said, 'No.' He was just celebrating. He won ten dollars."

- - - -

Obs: (To the new inspector) "How are you fellows working now?"

I: "Two days a week, but I don't know how long that will continue. We'll probably work the same as the operators before long. They're getting out."

Obs: "Yes, they are."

I: "Well, that's the way things are. We've got to take it."

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A.C.M. 4-19-32 Cont'd.

S came out about 11 o'clock and told the fellows that some of the people in the department had worked a week more than they had.

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G.C: (To Group) "The lunch counter isn't open in there, today, so I guess you get no lunch."

I: "How about the other lunch counters?"

G.C: "I guess that one down on the second floor is going, but you can't go down there without a pass."

S I: "Well, go get us one."

G.C: "I don't know whether they'll give me one."

S I: "Well, get a pass and make it out yourself."

G.C: "I can't do that, but I'll go in and see if I can get a pass."

S I: "You better come back with one or no more chews for you."

The Group Chief laughed.

- - - -

Afternoon

6: (To Obs.) "We had the section chief out here a little while ago. We were razzing him about these days off, but what does he care? He's getting his four days every week."

Obs: "What do you mean, what does he care?"

6: "What does he care what we're working. He wouldn't care if we were only working one day a week. The time he works is what he thinks about."

Obs: "What does he say about it?"

6: "He was telling us all about what a tough job a supervisor has, how he's in 'hot water' all day. He told us that the supervisor hasn't got any snap of a job."

Obs: "What does he mean by being in 'hot water'?"

A.C.M. 4-19-32 Cont'd.

6: "I guess he meant they get bawled out all day long. Whenever there's a mistake made. I told him that was nothing. And then, too, nobody asked him to take that job. He could have turned it down if he had wanted to."

- - - -

As the observer was going through the department he stopped to talk to 7.

7: (To Obs.) "Doggone! They've got me down."

Obs: "What's the matter?"

7: "Oh, with this time off stuff. Gee, I won't be able to make enough to pay my rent. I ain't going to be sitting around the house, letting a woman feed me. I told her already that she could get out if she wanted to. It looks like hell for me to be laying around the house, and her to be working. You know, like when her friends come over they find me at home. I don't like it. I've got dough all right, but I hate to spend that. I've got about seven hundred dollars left, but I ain't going to spend that to live on if I can help it. I'm going down to the landlord the next time I pay the rent and tell him I only got twenty bucks. Then he can take it or leave it. If he don't want to take it, I'll live there sixty days and then get out. I guess I could live there that long. If it wasn't for the wife I could get out of town, but the way it is I'm hooked."

Obs: "How much time is the wife getting in now?"

7: "She's getting quite a bit. Don't say anything to anybody down here. I don't want them to know. I tell them that she isn't working hardly at all, but she's working almost full time, now. It isn't that. We could get along if I wanted to live on what she makes, but I want to earn enough to feed me at least. I'm going to see the assistant foreman and ask him if I can't put in an extra week's work. I don't know if I'll be able to get away with it or not, but I'm going to try any way. Last week when I wasn't working, I got so disgusted staying around the house that I got out of town. I had a pretty good time. I got out on the road, and got a ride down to Indiana and back one day. Then another day I went down to Joliet and back. It's easy. I dressed up so I looked pretty good. I didn't have any trouble getting a ride. I came home from Indiana with some big shot. The only thing I didn't like about it was smoking his cigarettes. He didn't smoke the kind I liked. Gee,

A.C.M. 4-19-32 Cont'd.

that was swell, sitting in a big car, buzzing along about seventy miles an hour, smoking one cigarette after another. I guess there's more work in small towns than there is here. That big shot talked as though there was plenty of work in some of those Michigan towns. I pretty near asked him to get me a job."

Obs: "Do you really think that there is more work in small towns?"

7: "Yeah. S 4 was up in Michigan with a buddy of his and he and his buddy had two jobs to pick from, but S 4 turned it down. His buddy stayed there though."

- - - -

Obs: (To Foreman) "Are things settling down yet?"

F: "We've got the time off about fixed up now, but I've got to knock off three more supervisors this week. I took off four last week, and I should have talked to the rest of them today, but it's too late now. I think it's a damn shame that the Operating Branch has to be the goat for all of the economy. In the office when they knock off a supervisor he goes on getting his rate the same as he did before, but down here I've got to adjust his rate so that he's within the labor grade. That means that each supervisor that gets put back on the bench loses money. It seems as though they expect all of this economy to be effected in the work. Just look around here now. There's five fellows from the office without a thing to do. Each one of them is trying to see if they can't effect some saving in the work. It don't matter for them how much a change will affect us, if they can show the least saving on paper, they try like hell to get it through. The thing is that we're a non-competitive company and our office is overgrown. I remember in '29 I went through the Dodge factory. At that time they had about forty thousand people, and their whole office force could be fit into one of our buildings, but believe me, they were working. If we had a little more competition they might ease up on us. I'll tell you of one thing that happened last week. One of our boys cancelled his A. T. and T. Stock. Some way or other they made a mistake and paid him too much money, so he had to go over there and straighten it out. Well, they didn't get it straight the first time he went over. It seemed that they deducted one week more than they should have, and so he had to go back again. Of course, I put in his time at average earnings, the same as I always had, but then I found out that somebody

A.C.M. 4-19-32 Cont'd.

had issued a ruling saying that shop people must transact all of their business on their own time. Now that doesn't affect anybody but the piece worker. The day worker or the weekly salaried man goes over there when he pleases, and it doesn't cost him anything, but a piece worker has got to go over there at his own expense, even though they make the mistake. Well, now when I've got to send somebody over, I send them during the rest period, or I tell them they've got to go after 4:15. Those kind of economies make me sore."

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EH

RECORD OF OBSERVATION

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

Wednesday.  
April 20, 1932.

I 1: (To Obs.) "I see that your paper picked the horse to win today that's paying twenty to one. They say he's right on edge."

Obs: "It looks to me as though he'll have to be more than on edge to win that race. He's a pretty fast number."

I 1: "I don't know. He might have a chance."

- - - -

The Group Chief went around this morning and asked everyone about their office experience.

S 1: "I suppose it's back to the fish basket for us. Won't I look nice, carrying a fish basket around this damn place all day and driving a Studebaker at night."

G: "Well, I only had two months' experience in that, and then I was up in the Rate Department, so I won't get no fish basket."

S 1: "Oh, did I have fun when I was on that job. I had a route that actually took me twelve minutes to cover, and I was allowed an hour. I used to sit down over by the power house and go to sleep, but that boss up there - I don't want to ever have to work for her. She's an old ----- . Every night that she didn't get ----- she took it out on us the next day. She used to follow us around like a hawk. If she thought she could cut a minute off of your time, she'd cut five off. I remember one time when they used to have an elevator over here that you could run yourself. Me and another fellow went up in it and stopped in between the floors and played cards, but what happened. . . She come around and opened the door on the floor above us and then looked down and caught us. Oh, did we catch hell then! I don't want that job if I've got to work for her. Say, Group Chief, if you get me that job, you've got to get me the downtown route. Oh, did I have fun on that!"

G.C: "I suppose you want to go down there so you can go to shows."

S 1: "Sure. I used to go to shows, go and buy ties for the boss at Marshall Field's. I went all over. I remember

A.C.M. 4-20-32 Cont'd.

one time some big shot caught me down at the Union Station smoking cigarettes. Then I caught hell again."

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S 1: (To Group) "Who wants to go to Indianapolis with me next week? I'll take you there for two dollars a piece."

3: "Does that include eats and a place to sleep?"

S 1: "Yeah, and I'll buy you a suit of clothes, too. You guys don't want to let me make any money. What chance has a fellow got. Here's I over here. We were going to go for a ride and he bought three gallons of gas and then we changed our minds and road around for a while and then went home. What does he do now? He's got two gallons of gas in my car and now I've got to ride him around until the gas is used up. I can't make nothing out of you guys."

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The Group Chief took the orders for the lunches. A short time later he brought the lunches to the test room.

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#### Afternoon

When the Observer returned to the test room he found the Group Chief and I seated at the Observer's desk. He was figuring the pay he would collect next Friday at 35%. The department worked three days, and he figured that it would be something near seventeen dollars.

G.C: "I'd rather have a job like I had before where I got ninety-five cents an hour. Then I knew what I was going to get, but with this piece work you never know. If the department would make 60%, it would be ninety-six cents an hour. It seems to me as though the shop is a good place to work in good times, but the office is a good place to work in during a slump. They get a better break up there than we do, but during good times you get paid for all your over time in the shop, and you have a chance of making a lot more money."

Obs: "Do you think the percentage will get back to sixty at your present activity?"

G.C: "It might. We had it up to seventy at one time. If they were all like these fellows out here, it would be up

A.C.M. 4-20-32 Cont'd.

there now. It makes a big difference having that other gang out in the department. The fellows we've got here now work well without anybody to watch them, but those fellows couldn't. It seems as though there's some fellows that you've got to watch, and others that you never have to say anything to." Just then S 1 came back and sat down. As he sat down the Group Chief got up and left.

S 1: "There, I knew I could do it. See what power I have over him? I can make him go to work just by sitting down here."

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S 1 and I have been kidding each other this afternoon. S 1's family is planning to move, and he told I that they're going to move into a neighborhood that don't allow any Polacks.

I: "I suppose they won't allow any white people there."

S 1: (To Obs.) "Did you hear about the time a girl left I standing in the corner?"

Obs: "No."

S 1: "The girl was dancing the last dance with I. She told him to wait for her while she went over to talk to some friend. I came along and saw him standing there. First he said, 'I wonder where she went', and he looked all over for her. Then a little later he began to figure that she ditched him. Oh say, was that funny, to see him standing there, looking around."

I: "Tell him about the time when the girl told you 'of course not'."

S 1: "You tell him."

I: "No, you tell him."

Obs: (To I) "You better tell that story. I think it will be better."

I: "All right. S 1 goes up to the girl and asks her to dance. She come up real close to him, and looked up into his face like this, and said, 'Of course not.'"

S 1: "Well, I couldn't help that."

They both laughed.

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A.C.M. 4-20-32 Cont'd.

I 1 went out of the test room to see about his pay. He was gone about twenty-five minutes. 6 was waiting for him shortly after he left, but he did not say anything. He busied himself by wiring the balance of his equipment, staggering the wiring, so that each level could be inspected. Shortly before I 1 came back, 1 said, "I wonder where I 1 is."

6: "I've been wondering that, too. The whole group is waiting, but they do not object."

When I 1 comes back, they call for him in turn.

I 1: (To Group) "Well, I just got some good news. We're going to be working five days a month. What do they expect us to live on?"

Obs: "Where did you hear that?"

I 1: "I 4 told me. He went up to the section chief to see about getting a leave of absence. The section chief told him nothing doing, and then he told him that according to the new schedule they were going to be working five days a month. He asked him how they expected him to live on that, but the section chief said, 'We don't.' Then he said, 'I'll tell you confidentially. We want a lot of you fellows to quit.' He said that they couldn't lay anybody off, and so they were going to make it just as tough for them as they could so that some of the fellows would quit. That's a fine how'dya do, isn't it? Well, I won't be able to stand it long. It'll mean the sunny south for me."

S 1: "Well, you'll see me this summer out plowing potatoes. I'm going out in the country and get that old horse out of the barn, hook him up and turn over all the dirt I can find. I'll get something to eat."

4: "Well, if they want us to quit, we'll fool them."

6: "Yeah, we'll stay."

Obs. (To I 1) "Do you think the section chief told I 4 that?"

I 1: "I don't know. I suppose I 4 is liable to exaggerate, but he said some of it. I'm going to find out. I'll go up and ask for a leave of absence. I can't get along on what I'm making now so I'm willing to go home where I know I can eat."

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A.C.M. 4-20-32 Cont'd.

The Observer went out into the department. As he went by 7's position, 7 stopped him.

7: "I'm trying to get a job in the office now. They came around this morning and asked us how much office experience we had. I handed him a good line. I see he's got my name up at the top of the list, so maybe I've got a chance."

Obs: "What kind of office experience have you had?"

7: "I had a job at the Federal Reserve Bank. That was a good job, but I quit. I hope I get a chance to get some job in the office."

Obs: "You'd make a good looking office man."

7: "I wouldn't be as good looking as S 4. Look at that hair."

S 4 made a pass at 7. He evidently is quite sensitive. Just then 9 came over.

9: (To obs.) "Say, can't you do something to get us back out there? I get tired of standing up all day."

Obs: "So they make you work harder out here, do they?"

9: "I'm not turning out any more than I did in there, but I've got to stand here as though I were working all the time."

- - - -

The Group Chief brought a truck load of empty boards down to the test room. As he entered the room, he said to the group, "You're going to have a new boss next week."

S 1: "How come?"

G.C: "I'm going to have another job."

S 1: "What are you going to do?"

G.C: "I'll be adjusting relays."

S 1: "Who's going to be the boss?"

G.C: "Group Chief 2."

A.C.M. 4-20-32 Cont'd.

6: "Aw hell, I'm going to quit."

S 1: "Is that a fact? That's hell. Everything is going wrong today. Here we're losing the best boss we ever had."

6: "He's not any better than the one who died."

S 1: "Maybe not any better, but he's just as good, and the other fellow's dead."

4: "It'll be hell working for that guy."

6: "I don't like him at all."

S 1: "I don't like him, and he don't like me, so that makes it worse."

Obs: (To Group Chief) "You say you are going to adjust relays?"

G.C: "Yes. I had my choice of cable forming or adjusting relays. Cable forming would have paid fifty-two cents an hour, and I would have worn my hands out. Relay adjusting pays fifty-five cents and I'll wear my eyes out."

I 1: "You'll wear your eyes out adjusting relays. I know. I was out there for a while. They had to take me off because my eyes got so bad. You look right into the fellow's lamp across the way and you try to adjust those springs to a thousandth of an inch."

G.C: "Well, I'll start slow and I'll learn to do the job."

- - - -

S 1 is still kidding I. He says he's going to take him out with a girl named Alice.

I: "No; you're not. She's yours."

The girl evidently is not very good looking and she looks S 1 up every time he goes to a dance.

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KH

RECORD OF OBSERVATION

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

Thursday.  
April 21, 1932.

Morning

G.C: (To Obs.) "Well, I finished up my bed last night."

The Group Chief has been planning to move into a cottage. He has been spending all of his spare time lately repainting his furniture and redecorating the inside of the house.

G.C: "I'll feel more like working in the evenings next week, because I'll be sitting down all day. The exercise will do me good. Now when I get home I'm pretty tired. It's no soft job keeping stock on hand for these fellows, and seeing that the equipments are out of the way. I'm tired now when I get home at night."

Obs: "Do you expect to have much trouble learning that adjusting job?"

G.C: "I don't know. I never did any adjusting. I'll take it slow at first, until I find out what the job really is, and then I'll be able to go faster. It has another benefit, too. I'll have experience in adjusting, so that I can run an adjusting gang. I have handled assembly work, and it's quite a trick to know how to run this kind of a job. You've got to keep stock on hand and whenever piece parts are short you have to check them up. It isn't nearly as bad in this department as it was in the one I was in. There aren't so many piece parts. Then I handled the gang in '44 and then I had this wiring gang, and now if I can run an adjusting gang, I will be ready for most any kind of a job."

Obs: "I should think you would be. That will give you some good experience. What did the Foreman say to you when he told you about this change?"

G.C: "He simply told me that the change had to be made, and that he couldn't get away from it. He said that there were other supervisors in the department that he could have taken off before me if he had the opportunity. He said that he tried his best to keep me on and take the others off, and that I could take that as a compliment if I wanted to. I think he gave me a good break in offering me the two jobs."

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Obs: (To I 1) "I see that that horse you picked yesterday didn't do much."

A.C.M. 4-21-32 Cont'd.

I 1: "I guess he ran last. He was with a bunch of pretty good horses. I'm glad I didn't bet on him. Did you see the picture the boys took? Two of the boys in the other room made a trip to the Gulf last week."

The observer looked at the picture.

Obs: "They must have covered some ground."

3: "I guess they did. They claim they made over three thousand miles."

2: (To S 1) "What do you say we take the Studebaker and make that trip next week?"

S 1: "I'm afraid the Studebaker wouldn't go that far. How about taking your Chrysler? But I'll go if you will buy me some new tires."

2: "All right, I'll buy the tires, and you pay the gas and the hotel bills."

S 1: "You're going to be ritzy, are you? All right, I'll wire ahead to all of the big hotels and make reservations. The only trouble is we can't take 1 with us. They don't allow Polacks down below the Mason-Dixon Line."

1: "No, they just allow 'niggers' down there."

- - - -

Afternoon

The Group Chief was sitting at the Observer's desk, working a crossword puzzle when a man came in from the department and asked for Group Chief 2.

G.C: "He isn't out here. Why did you think he would be?"

E: "I looked around for him in the other room and I couldn't find him. I thought maybe he was out here."

The employee left.

G.C: (To Obs.) "I suppose he'll go back now and tell all the fellows that I sit out here working crossword puzzles."

I 1: "It will be a good thing for the gang when you get out in the other department. Maybe they'll be able to make some money."

A.C.M. 4-21-32 Cont'd.

G.C: "Don't worry. I do as much work around here as anybody does."

6: "Yeah, you get off of the job so we can make some money."

G.C: "The supervisors in '49 are not in on gang piece work, but in our department we're allowed eight percent for supervision."

Obs: "How are the supervisors paid in '49?"

G.C: "They get the percentage that the department makes, but their time is not charged to the piece rates."

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G.C: (To Group) "I want the next fellow that's through to take these two selector sets down here."

2: (Looking around at the others' work) "That means I've got to do them. G. C. you're chiseling me. I've already worked three banks this week and now you're giving me these ten bank equipments."

G.C: "Well, it's too bad, but I've got to get them done."

- - - -

6 grabs a file away from S 1. He ran around the test room with it and finally S 1 caught it and took it away from him. S 1 seems kind of sore.

6: "Are you mad, S 1?"

S 1: "Say listen, you little Polack. Nobody's talking to you."

6: "Good."

6 kept this up most of the afternoon. He would ask S 1 if he was mad, and then laughed at him.

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3: (To obs.) "Our ball games didn't do very well yesterday. Well, you've got to expect an off-day some time. Those Cubs have got a pretty good team, and Cincinnati has been strengthened by all those trades, so that they're going to be hard to beat all season. I understand that all the

A.C.M. 4-21-32 Cont'd.

big shots in the National League agreed to help Cincinnati build up a team."

Obs: "If they did do that they sure made a success of it."

3: "I don't think I'll be able to see as many ball games this year as I did last, and when I do go, I suppose I will sit out in a fifty cent seat. A buck is going to be too much for a ball game."

S 1: "Maybe we can make money. Maybe we can get a job selling peanuts out there."

3: "Those jobs are all taken. They've got a waiting list down there about a mile long. You've got to sell something now to hold that job. It used to be a fellow could get a job selling stuff there and then go out in the seats and sit down, but now if you don't sell whatever they give you, you're bounced."

- - - -

The Group Chief is cleaning out a drawer where they keep solder and scraps of wire. There are two files in the drawer and a screwdriver.

S 1: (To Group Chief) "I'm going to take these home. I can use them on my car."

G.C: "How are you going to get them out?"

S 1: "Aren't you going to get me a pass?"

G.C: "I should say not."

S 1: "All right, I'll take them out without a pass. This file is pretty good."

G.C: (To Obs.) "I'm going to get myself a whole set of files, too, some one of these days. Those files over there are pretty good. There's only one spot on them that's worn down, but I don't want to get them until after I move."

S 1: "Here's something that's pretty good. I'm going to take these felt pads."

G.C: (To 2) "There goes your cushion."

S 1 left a thin, green felt on the chair.

A.C.M. 4-21-32 Cont'd.

2: "Why don't you take this? You might be able to do something with it."

3: "You might be able to patch up a pool table with it."

S 1: "That's a good idea. Now if I had the balls and the table to patch I'd be all right, wouldn't I? I don't think I'll take it."

S 1: (To 3) "I can't get all this felt under my belt. You fellows have got to help me take it out."

3: "All right, give me a piece."

S 1: "Here's a piece for you, 1."

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After 4:15, the Observer stopped at the foreman's desk and showed him the inspection sheets for the day. The quality of the work which was turned out today was almost perfect.

Obs: (To Foreman) "I heard you asking the Assistant Foreman the other day for a report on the quality of the work out there. I thought you might be interested in these."

The foreman looks over the sheets.

F: (To Obs.) "Surely those two talks I gave those fellows out there didn't have this effect."

Obs: "Something must have happened."

F: "I don't think Beal ought to kick about this kind of work. They look good."

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KH

RECORD OF OBSERVATION

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

Friday.  
April 22, 1932.

Morning

S 1 has been laughing and fooling around in the front of the room.

S 1: (To Obs.) "I know what I will do to make money. This chicken business is no good. I can't make enough selling eggs. I'll go on the stage. I ought to be able to make a lot of money just acting natural."

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S: (To Obs.) "I had a good job one time. It was just running errands then, but I think I could have worked myself up to something better if I had stayed, but I didn't know any better then. I used to get away with murder on that job. They used to give me carfare every time I went out and I'd flip a ride and save the carfare. Then after a while they got wise to that so they gave me these checks for the street car. I saved them up until I had a whole cigar box full, but I got so many I couldn't sell them to anybody in the neighborhood. Then I started riding the street car. When I first started on that job I got lost lots of times. Sometimes the boss would ask me if I knew where a place was, and I was always afraid to tell him no, and I'd tell him sure. Then I'd start out and try to find it. All they'd do would be to go over to a certain building and I was supposed to know where it was. Sometimes they were hard to find."

S 1: "I pulled a good one when I first went to work. They sent me out to a place and I was supposed to take the elevated around the loop. I thought all of the elevateds stopped at every station in the loop but this one I got on was a 'Shoppers' Special' and it made one stop in the loop and then it took me clear out to Westchester. When I got back the boss wanted to know where I had been. I had been gone about two hours and it was only supposed to take me about twenty minutes. I told him that I got on the 'Shoppers' Special'. I learned never to do that again."

- - - -

This is to be the Group Chief's last day in the department.

G.C: (To Obs.) "I'm trying to ship everything that I can

A.C.M. 4-22-32 Cont'd.

today so that I can turn it in and get paid; after I'm gone it won't do me any good to have these jobs finished."

4: "How many are you going to ship out here?"

G.C: "I guess we can ship all but the ones that you're working on. You won't finish those." (To Obs.) "I can take a chance and turn them in but I don't want them to get anything on me."

Afternoon

Group Chief 2 came out to the test room. He is checking up the equipment that is being worked on.

G.C. 2 to G.C: "How are things coming out here?"

G.C: "We're going to ship all but these through. They won't be finished."

G.C. 2: "Aw, we'll ship them, too."

6: "That's fine. Then we'll get paid for them."

G.C. 2: "Well, you'll have to shake things up and finish all the rest of them."

6: "We'll get the rest of them out. Maybe that will keep our percentage up to forty. Those other fellows only made thirty-five per cent."

4: "Yeah, but we don't care what they do. If we turn in forty per cent we'll get it."

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G.C. 2: (To S 1) "How many men are you soldering for?"

S 1: "Six."

Group Chief 2 looked around.

G.C. 2: "That's everybody in here. What's S 2 doing?"

S 1: "Oh, he's just helping when I get stuck. Do you know this fellow up here?" (Referring to 2.) He's 'Spar-Lap'. He wires just like 'Spar-Lap' runs."

G.C. 2: "Well, see that you solder that way, too. Don't be

A.C.M. 4-22-32 Cont'd.

doing so much fooling around. Get your nose in there and turn out some work."

- - - -

An extra inspector has been doing the testing today.

I: (To Obs.) "Gee, I l has it soft in here. Nothing to do. I don't like the way they're running this lay-off. I'd like to work a full week and then take all the time off that I have to. I think I'll go out and see if I can't fix it up with the section chief so that I can work next week. They told me that I've got to come in one day, and my car is out of order so I'll have to stay in town here Monday and Tuesday getting that fixed up. Maybe I can line things up so that I can work the rest of the week. If I can do that I can go home. You see, I live in Iowa. My father runs a store there. He's got a man working for him but if I come home for a couple of weeks at a time, he can lay that fellow off. He lays him off in the summer time anyway because my kid brother is home from school. This summer I guess we'll both be there most of the time."

A little later the inspector came back and said -

I: "Well, I got things fixed up. I'm going to work next week. You've got to know how to handle these bosses. If you don't handle them right they'll do just as they please with you. I talked to him real nice so he's going to fix things up for me."

- - - -

2 has just finished his equipment. 4 is wiring on 6's equipment.

4: (To 2) "How many more rows have you got to go?"

2: "Two of them."

4: "Why don't you come back and wire them on my set."

1 is working on 3's equipment. 6 comes over and helps him for a while. 6 has been through for some time. He allows 4 to finish his equipment because he did not need any more for his day's count. A little later 6 goes back and helps 4 finish the equipment.

6: (To 4) "Now you go up and help 1 so that he gets done."

None of the wiremen are working hard this afternoon.

A.C.M. 4-22-52 Cont'd.

They are laughing and joking while they help each other work.

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RECORD OF OBSERVATION

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

Wednesday.  
May 11, 1932.

Morning

Obs: (To 6) "How are things this morning?"

6: "Terrible. I don't feel as though I want to work."

5: "This time off is terrible. The more you loaf the more you want to loaf."

I 1: "I don't care if I don't do anything."

Obs: "What's the matter with your test sets?"

I 1: "They took them out in the other room last week and wrecked them. Well, if they want them fixed let them come in and fix them. I'll not do anything about it."

Obs: "You're very apt to have some reverses, aren't you?"

I 1: "Sure. I've probably passed up a lot of them now, but by the time they find them I won't be here. I can't live on six days a month, so what's the use of sticking around."

Obs: "What do you plan to do?"

I 1: "I can go south and stay with an aunt as long as I want to. I could stay there at least until I got a job."

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S.C: (To S 1) "When did you get your pay check?"

S 1: "Saturday."

S.C: "You'll get it on Friday after this. Last week the mailing list got over there too late."

- - - -

S 1: (To 6) "What did you do to make money?"

6: "I helped bury some dead ones. We had seven funerals during the last two weeks."

S 1: "That's a pretty good racket. What do you say we go

A.C.M. 5-11-32 Cont'd.

in business? I'll get a gun and bump people off and you get your wagon and be ready to bury them."

6: "That's a pretty good idea. We'll start that."

S 1: "Maybe we couldn't collect."

6: "Oh, we'd always collect. We wouldn't take any job unless they had insurance."

S 1: "I've got another idea. You get yourself insured for ten thousand dollars, and then I'll bump you off. That way we'll make a lot of money all at once."

6: "That would be all right if my family got the money."

S 1: "That wouldn't be no good. I'd take all the risk and wouldn't get anything out of it."

Obs: "You wouldn't mind being bumped off, but you'd want your family to get the money."

6: "Oh, what do I care. If I knew that they would get all that money, I would get bumped off any time. This life ain't nothing but work any way and you don't get anything when you work."

S 1: "That idea is no good. I got things fixed so I can eat though. I bought a calf and around November or December I ought to have six hundred pounds of meat."

S.C: "Look what it's going to cost you to feed it."

S 1: "That won't cost much. Oats are six cents a bushel, and I'll put it out for the summer and let it eat grass."

S.C: "You'll be like I am with some chicks that my brother-in-law and I bought. We bought a dozen chicks and we were going to make a profit on them. Give me a piece of paper and I'll show you just how much it cost already. We got a dozen chicks for a dollar at Sears Roebuck. The first day we had them four of them died. Then we only had eight. Then I had to spend forty-five cents for some wire, and eighty-five cents for food. Since then four more of them died. One of them got so he couldn't stand up. His legs just spread out like this - well, there you are. I spent two dollars and thirty cents, and all I've got is four little chicks and if I raise them so they get big enough to eat, I've got to spend about another dollar for food. The four of them that I have now are swell looking, but I could go out right now and buy

A.C.M. 5-11-32 Cont'd.

the four of them for a dollar. That's the kind of luck I have when I try to raise something."

S 1: "You should have gotten Rhode Island Reds. They don't die so easy. Those incubator chicks are no good any way. I know a farmer that bought six hundred and they got wormy. Four hundred fifty of them died. You could stand there and look at them and every once in a while one of them would start wobbling around and pretty soon he'd topple over - dead."

S.C: "I've got all kinds of pets around my place. That kid of mine - he's always got to have something. Now he's got a dog. I got a big aquarium of gold fish. I like them best of all, but every once in a while one of them dies and then I've got to go out and buy more. I got a big kick out of a tadpole. I could watch him change every day. His tale got different every day and then finally it came off, but now last week he flew the coop. I don't know where he is. I suppose he hopped over the side. I only hope now that he don't get in some corner and die, and then start stinking. I ain't got no real hobby, but I like to sit and watch those goldfish. Oh, I've got tropical fish, too. I'll tell you about them. I was over to my brother-in-law's and he's got a lot of tropical fish, all kinds. I wanted some of the other ones he's got, but he wouldn't give them to me. He said that the sun fish were good enough for me. He should have given me some of the other ones because they all died anyway. You see, he didn't work for about two years and this winter he didn't have any money with which to buy coal. He had to go out into the woods and get sticks of wood whenever they wanted to have a fire. His place got so cold that all of his fish died. I could have at least kept them warm. I keep my place at about seventy all the time. Well, they would have been warm enough. Well, I was going to tell you about fish - ? He gave me a male, a female and two little ones, so I brings them home and puts them in a bowl. They were there a couple of days and then I wakes up one morning and Zowie! I find the male all dried up on the floor. He jumped right over the side. I thought I wouldn't be able to raise any more without a male, but one morning I woke up, and found that the mother had had three young ones. Well, that gave me a female and six young ones. I thought I'd ought to have a male so I went back to the brother-in-law and got him to give me another male. Then I was getting a good start, but I wakes up one morning and finds that my female had jumped out. So then I had a male and six little ones. And then, that ain't enough, with the fish jumping out. I comes along one day and knocks the whole fish bowl over on the floor, and when I goes to pick the fish up I can only find the male and two little

A.C.M. 5-11-32 Cont'd.

ones. What happened to the rest of them, I don't know, but I couldn't see them. I guess they were so small that they wiggled down into the rug. That's the kind of luck I've got when I try to raise stuff. I'm going to take them back to the brother-in-law and tell him that he can have them."

Just then the Group Chief came into the room. He is now working in '49, adjusting relays. It is his rest period.

S.C: (To G.C.) "Did you tell the Observer about the swell trick they played on you about the rug?"

G.C: "No."

S.C: "He was moving into his house and these fellows drive up next door and make off as though they're going to deliver a rug, but there wasn't anybody at home. So they come over to this guy's wife and ask her if she don't want to buy the rug. They tell her that they don't want to haul it back and then they stick her fifteen dollars for it."

G.C: "Well, we was going to buy the rug anyway. I guess they did charge her more than they should, but it was a good rug - one of those congoleums."

S.C: "That was a pretty clever stunt. My wife got stung on a rug, too. She went down on Halsted Street some where and thought she was getting a bargain, but every time she runs a vacuum cleaner over it half the rug comes out. If a fellow only had some money now he could get some good bargains. I got good rugs when I was married, but they're all wearing out now. My vacuum cleaner is wearing out, too. I got the wife a new washing machine not long ago - that old one was all shot. I fixed it and it would go fine until she put some clothes in the wringer and then it would go the opposite way it was supposed to, so we went down one 'Netcher' Day, to the Boston Store and we got a pretty good machine for fifty dollars."

G.C: "That's the way that mangle of ours works now. I have to fix it almost every time she uses it. She wants me to get her one of these mixers now, but I can't afford it."

S.C: "Yeah. She wants a mixer to mix up a cake once a week. They're all that way. They want every little thing that comes out."

G.C: "What time is it? I've got just four minutes to get back."

The Group Chief and the Section Chief leave the room.

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A.C.M. 5-11-32 Cont'd.

S 2 is telling 4 and 6 that he is working fourteen days a month.

6: (To Obs.) "Look at the breaks S 2 is getting. He's working fourteen days."

4: "He's got that coming. He's worked here long enough for it."

6: "I'll say he has."

Obs: "You'll be here long enough to get a break like that in the next depression."

6: "Don't worry - I won't be here then."

4: "What happened to that job you said you could get any time with the casket company?"

6: "I don't want it. I'd only make about eighteen cents an hour. That used to be a good job but it's no good now."

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1: (To S 1) "Are you going to get the lunches?"

S 1: "Not unless somebody gets me a pass."

1: "You can get them without a pass."

S 1: "I know I can, but why should I take the chance for you guys." (To Obs.) "I could get the lunches - all I have to do is get a pass and sign it, but why should I take the chance of getting bounced. The Foreman looks at me every time I hang around in there. He saw me this morning. I wish they'd give him a cut - maybe he wouldn't be so tough."

Obs: "Is the Foreman tough?"

S 1: "I'll say he is."

1 and S 1 were arguing for a while, and then finally S 1 agreed to get the lunches.

Afternoon

1 has a sore finger today. It seems to be bothering his work.

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A.C.M. 5-11-32 Cont'd.

S. C. 2 came into the test room. He called S back to the Observer's desk. He then came to the front of the test room to talk to the Observer.

S.C. 2: "They've got me working now. I've got that gang assembling banks and some of the cable formers. We're in a hell of a mess. It's one thing after another all the time. They want dope about this and about that, and then I've got to hustle pans and boxes to keep that gang going. Well, I'll be seeing you."

6: (To Obs.) "He should kick about having to do a little work. It would be a good thing if they made all of those bosses do some more work."

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The Inspection Group Chief brought the insurance man in to talk to I 1. After he left I 1 said to the Observer -

I 1: "I'm trying to find out how much my policy is worth. He tells me that if I pay one more month that the policy will be worth enough to pay the premiums for another year. I'm trying to see if I can't raise enough money to go home. I talked to the Section Chief a while ago and he told me that I could take a voluntary lay-off and that that would protect my service for a year, and I'd get my vacation pay. I think that's what I'm going to do. There's no use of me trying to stick around here, and starve to death. I want to get all the dough I can together before I go. I could live a long time down there on eight hours' pay."

Obs: "What will it cost to get down there?"

I 1: "I can get down on the bus for about fifteen dollars. It would cost me thirty on the train."

- - - -

The Section Chief came out and told I 1 that the Foreman wanted him. When he came back -

S 1: (To I 1) "Did you get bawled out? You'll do a better job now."

I 1: "I guess I will."

S 1, 2, and I 1 gathered around Position 1 and I 1 told them that he was told to be ready for a lay-off. He

A.C.M. 5-11-32 Cont'd.

said that the Foreman told him that he was giving him all the notice that he could but that it wasn't sure.

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The Group Chief came out and told 3 that the Foreman wanted him. When he came back -

Obs: (To 3) "What did he want with you?"

3: "He told me of the lay-off. He asked me if I could get my three squares if I got laid off. I told him I didn't know where they would come from. He said that the company was in a bad way and that there was probably going to be a very serious cut in schedules, and if that happened that he'd have to let some of us go. He told me not to worry about it, but to be ready."

S 1: (To 3) "That's what you get for working hard."

I 1: "That settles it. I'm going to beat them to it. I wonder if I can't chisel them out of those few extra days before I go. Maybe I can make them a proposition. They'll let me work four days next week and I'll quit. They ought to be glad to get rid of me. No sir, I'm not going to get fired. I'll beat them to it and quit."

S 1: "What do they want us to do - take a gun and go out and hold up somebody? There's going to be a lot of trouble in this country before this thing is over. There will be a revolution."

The Group Chief came into the room for his afternoon rest period.

S 1: (To G.C.) "What do you think of this - they just told 3 and 1 that they were going to get laid off."

G.C: "It looks like things are getting worse."

S 1: "They'll have trouble in this country if they aren't careful. Well, I've got my calf and my chickens. If worse comes to worse I'll have something to eat anyway. I got a good idea - get married and let the woman work."

3: "That's what I'm going to do. My woman's got a job."

S 1: "Yeah. But then you'll get married and starve to death."

A.C.M. 5-11-32 Cont'd.

3: "I already picked up a housekeeping cook."

S 1: "I guess I'm well enough off now. If I did get married I'd have to bring her home so she could learn to cook like my ma. My sister's only eleven years old and she knows how to cook already. When I leave in the morning all I've got to do is say that I want a cake or I want a pie for supper and when I get home she's got a good one. My sister-in-law had to come home for a while and learn how to cook. My ma sure knows how to teach them."

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6: "Are you going to buy snuff tomorrow?" (To 2)

2: "I haven't got any money."

6: "Well, I haven't either."

2: "Alright then - quit chewing."

6: "I think I'll get some though. I know I'll get enough for cigarettes. Maybe I'll get enough for some snuff. It's the girl's pay day. She'll always give me enough for cigarettes. My brother is supposed to get a job in a couple of weeks. I hope it don't fall through. It's for some kind of a jewelry outfit. My uncle got the foreman there to promise to give him a job, but he had to fire somebody and now to make it look right he can't hire my brother right away. He's got to wait a couple of weeks he says. I hope he gets the job all right. That will make it easier."

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RECORD OF OBSERVATION

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

Thursday.  
May 12, 1932.

Morning

S 1 is working in Position 1. I 1 is soldering.

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Obs: (To 6) "You seem to be going pretty good today."

6: "Yes, I feel more like working. I couldn't get going yesterday, but it's all right today."

- - - -

S 1 and I 1 have been kidding I 1 a good deal this morning. S 1 kids I 1 about the way he solders and calls him a smoke feeder. I 1 kids I 1 about the quality of his work. He says that they will have to change the requirements on soldering so that solder which hangs off the terminal is all right.

- - - -

An inspector came out from the department. He told the group that he was originally scheduled to work six days a month but he went to the Section Chief and asked him how he was to live. He said, "Do you want me to take a gun and shoot myself?" Then he said, "It looks as though I'm going to have to do that. I can't make enough to feed my baby this way." The Section Chief then made arrangements for him to work three days a week. He then told of going to one of these Emergency Relief Stations and getting an allowance of four dollars and thirty cents for groceries every two weeks, and three dollars for meat. He said, "I didn't go up there whining to them. I told them that I had to have food for my baby. I just talked to them the same as I talk to you or anybody else, and by the time I got through he had the orders made out."

Obs: "Did he know you were working?"

I: "No, he thought I was out of a job. I couldn't tell him I was working, but he didn't ask me many questions, so I got by all right. You'd be surprised the amount of food that you can get for four dollars and thirty cents. I drove over to the grocery store and came home with the whole back end of the car loaded. I leave the meat order over at the butcher shop. We can get that whenever we need it, but the

A.C.M. 5-12-32 Cont'd.

groceries have to be taken home when you get the order."

The inspector told I 1 that he ought to go down and try it.

- - - -

Afternoon

Obs: (To I) "I see you're soldering today."

I: "I'm just trying to. I'm not much good at it. I hurt my finger playing ball and I can't make any headway wiring, so I've got to solder."

Obs: "That's pretty good. You can't solder and S 1 can't wire."

S 1: "That's right, I can't. I'm a false alarm wireman. I can solder all right, but he spends all of his time filing that iron."

I: "Well, why don't you file them for me?"

S 1: "I would, but you want them filed every time you solder a row." (To Obs.) "Did you see the Four [redacted] brothers at the Palace?"

Obs: "No."

S 1: "Gee, I can laugh at those fellows every time I see them."

S 1 then told about their latest picture. He also told of seeing [redacted] and [redacted] at the Palace.

S 1: "I got a big kick out of them, but gee, that [redacted] is a dirty guy. He was always making some crack about the woman they had with them, but he looked so funny when he said it. You can't help but laugh. . . Look at I's little finger sticking straight up in the air."

I: "Never mind my finger. Get busy and do some wiring."

S 1: "If I should wire you never would keep up."

I: "Maybe that's right. I don't have to bother about you and S, but I've got to keep my eye on this guy 2 all the time. If I look away from him he's got another row just wired."

A.C.M. 5-12-32 Cont'd.

2: "You keep up with me and you'll be doing something."

Obs: "What would happen if you had 3's other equipment to solder?"

1: "I'd have to quit, that's all."

2 has not been saying very much but he has been wiring very fast this afternoon. A little later -

1: (To 2) "Come on 'Spar-Lap' quit. You've got enough done for today."

2: "I'm not done yet. Two more rows will make it."

- - - -

G The Group Chief came into the room.

G.C: (To S 1) "How does it happen that you are wiring today?"

S 1: "I hurt his finger."

G.C: "Well, see that you turn out some work - don't be loafing."

S 1: "I've worked hard all day. I haven't taken time to rest once."

G.C: "You never work harder than you have to, but I want some connections out of you tonight."

S 1: "Well, I can't turn out any more than I can do."

G.C: "You can do plenty if you want to."

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RECORD OF OBSERVATION

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

Friday.  
May 13, 1932.

Morning

4 is not wiring this morning. An extra man is taking his place.

Extra Wireman: (To Group) "This is a fine note. I'm getting laid off today and they make me wire. Well, I won't wire this afternoon anyway. I'll finish these equipments this morning and quit."

The extra wireman and I 1 dominate the conversation in the group this morning. They argue about baseball. The extra wireman is a Cub fan. He insists that every player on the Cub team is a star. Hornaby is the best manager in the league. I 1 seems to step in on every assertion he makes. He pretends to be a Sox fan. He says that the Cubs are playing over their heads and that really they're not much better than minor league ball players. The extra man finally gets an idea that I 1 is making fun of him. He says -

E.W: "You guys don't know what you're talking about. You are just trying to get me steamed up. I won't argue with you any more."

A little later he is arguing with I 1 about baseball announcers. The extra man claims that Pat Flannagan is the best broadcaster. He says that Hal Totten's broadcasts sound like a funeral. I 1 contends that Pat Flannagan doesn't know the ball players when he sees them and that he knows nothing about baseball. The extra wireman contends that Pat Flannagan knows all the players and that Hal Totten gets his broadcasts mixed up so that you can't understand the play at all. The group seems to be getting tired of this argument.

S 1: "Will you two dry up? I don't think either one of you would know a ball player if you saw one."

2: "Yeah, quit your moaning before we throw you out."

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S 1: (To Extra Wireman) "Come out and get a drink with me."

E.W: "All right. Wait till I finish this row."

- - - -

A.C.M. 5-13-32 Cont'd.

E.W: (To 4) "Come on and wire. My hands are getting sore."

4: "I can't wire. It's all I can do to lift these hands."

Obs: (To 4) "What's the matter with you?"

4: "I don't know. I guess I drank too much beer last night. I feel rotten this morning. I've got a headache and my stomach is all out of order."

- - - -

6: (To Extra Wireman) "No wonder you're getting laid off - the way you work."

E.W: "There's no use working today. That won't do me any good. I used to be able to wire right up with the best of them. One day I had two equipments finished by noon."

6: "You never did that. There ain't nobody around here who can do that."

E.W: "I suppose you think you're the fastest man around here."

6: "No. 2 can't do it, I can't do it and there ain't nobody in the other room can do it."

E.W: "Well, I tell you, I did it. It was before I was transferred to Kilbourne Avenue. I don't say I can do it every day, but I felt like working that day."

6: "Well, that's better than six an hour and there isn't anybody here that can keep that up for a half a day. I can do it for the first hour or two. I can do maybe eight an hour for the first hour, but then I've got to slow down. Say, you can't get away with telling me that you can keep up six an hour."

E.W: "Well, I tell you, I did it - just once. You can ask [redacted] when he comes in here." (Another wireman) "He was working next to me."

A few minutes later this wireman came into the room to get the order for lunches.

6: (To Extra Wireman) "There goes [redacted] now. Why didn't you ask him?"

A.C.M. 5-13-32 Cont'd.

E.W: "I didn't think of it."

Afternoon

There is no one working in Position 4. The extra wireman came in to stamp the equipment.

6: "Aren't you going to wire this afternoon?"

E.W: "No. G. C. 2 told me that I could take it easy. I had to laugh at him when he found out that I was going to be laid off. He tried to tell me how sorry he was, and he was thinking all the time - hurrah, now our percentage will go up."

S 1: "Yeah, he don't care about anything but himself."

- - - -

S 2 has wired one row in Position 5A.

- - - -

Section Group Chief 2 came in the room and asked I 1 if he was going to need any day work. I 1 told him he wouldn't as he was getting over a hundred per cent. He then asked I 1 if he was still thinking of taking a leave of absence.

I 1: "Yes, I guess I've got to. When had I better tell them?"

S.G.C. 2: "If I were you I would tell them Tuesday or Wednesday. That will give them time enough."

They then talked about I 1's going south. After the Section Group Chief 2 left the room, I 1 said -

I 1: (To Obs.) "There's a swell boss. I've been lucky with bosses here lately. The last two we have are all right. The Section Chief is all right, too. I never see or hear of him."

Obs: "What do you like about this one?"

I 1: "He'll always do anything he can for you. He gave me a break from the time I used to work for him and he's done things like that several times."

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A.C.M. 5-13-32 Cont'd.

S 1: (To Obs.) "My feet hurt me. This elastic bandage that I've got on my ankle has a seam right down the middle of my foot and it feels as though I were walking on a ridge. The guy that made this didn't have much brains or he wouldn't have put that seam there. I wonder where I could get some of that sponge rubber. If I had a little piece of that I could slip it in there and the bandage would be more comfortable. Do you know anybody up in that movietone department? They use it up there."

Obs: "Yes. Maybe I can get you a little piece."

S 1: "Well, if you're not too busy. I'd like to have some."

When the Observer brought back the sponge rubber S 1 was not in the room.

1: (To Obs.) "Now that you got that for him - look out. He'll be asking you for your Ediphone machine next."

Obs: "I'll take a chance."

- - - -

About three o'clock Group Chief 2 came into the room. All of the wiremen had finished work. S 1 was sitting down, cutting a small strip of sponge rubber. 6 was standing near his position. Most of the other wiremen were out of the room. When Group Chief 2 came in, S 1 got up and went over to his position. The rest of the wiremen, as they came back, pretended to be working. When Group Chief 2 added up the connections which the wiremen reported, he found that S 2 had soldered ten thousand connections and that he had wired two hundred.

G.C. 2: "What's the matter with you guys? Here's S 2 with only ten thousand connections and he's only got time to stop to wire one row. Why don't you get next to yourselves and get to work."

6: "He can't do any more. He was soldering all day."

G.C. 2: "Yeah, soldering all day with only ten thousand connections. He should have wired five or six rows."

6: "Well, you didn't have any wireman here in Position 5."

G.C. 2: "That don't make any difference. That should have given him more time to wire."

A.C.M. 5-13-32 Cont'd.

G: "I tell you he couldn't do any more. I couldn't work much this morning and I wired most of my connections this afternoon, so he ~~was~~ kept busy soldering all the time."

G.C. 2: "That's the bunk."

Just then the Section Chief came into the room.

G.C. 2: "We've got to do something about these guys. When I came in here S 1 was laying around in a chair - nobody was doing anything. And this guy, S 2, only soldered ten thousand connections when he should be getting eighteen or nineteen."

G: "Well, you ain't got enough wiremen out here. If you want the solderman to solder more, why don't you bring out another wireman?"

S.C: "Yeah, we've got to do something."

G.C. 2: "Yeah, if these guys don't want to work, we'll make them. As long as we're coming down here, we might as well make some percentage."

S.C: "Let's see, how many wiremen you got in there - three?"

G.C. 2: "Three."

S.C: "Why not bring them out and fill up this room?"

G.C. 2: "That's a good idea. We'll fill up this room and we'll do all our wiring out here."

S.C: "I don't know whether we can get away with it or not. The Inspection may not give us another man out here."

G: "Well, that won't do you any good anyway. You'll still be one man short."

S.C: "I think that's what we better do, anyway - fill up this room."

G.C. 2: (To Obs.) "I'll tell you, as long as I come down here I want to make about fifty percent. I ain't going to drive these guys to try to make seventy, like we used to, but if I don't get fifty per cent, there ain't any use in coming down here. We probably won't be going very long anyway, and we might as well make a go of it while we're here."

The Group Chief 2 and the Section Chief then left the room.

A.C.M. 5-13-32 Cont'd.

S 1: "What the hell are those guys moaning about? They want us to do more work, but why don't they get in and do a little work themselves?"

3: "They'll fix things up so you'll work Monday. That's what you get for laying around and not trying to work. You guys dug your own graves."

S 1: "Aw hell. Let him squawk. What can he do? He can't do nothing, but just fill up this room. I was soldering for three wiremen before. I can do it again. That don't hurt me none. It's all 6's fault. He don't know how to keep his damn mouth shut."

6: "I never said a word about you. He could see without me telling him that you was only turning in four thousand connections."

S 1: "Well, I ain't a wireman. That's all I'm supposed to turn in."

1: "Now I suppose it's my fault because I hurt my finger and you had to wire."

S 1: "Yeah, it's your fault, too."

3: "You guys ought to watch yourself so that it looks like you're busy all the time."

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RECORD OF OBSERVATION

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

Tuesday.  
May 17, 1932.

Morning

I 1: (To Obs.) "Well, I told him this morning. Yes, I told him that I wanted to go Friday, and gee, he pulled a good one. He acted surprised. He said that that's kind of a short notice. He wouldn't have thought it was short notice if he had wanted to lay me off. I got a kick out of it. He acted as though he was real sorry to see me go. He seemed surprised. He asked me what I wanted to leave at a time like this for, but when I told him that I couldn't live on seven days a month he didn't have anything to say. He's going to try and fix me up so that I'll get my pay Friday."

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The Division Chief from across the aisle put his head in the door and told the group to shut a couple of their windows. S 1 shuts four windows. A few minutes later the Division Chief came back and called the observer to the door of the test room. He felt that the boys had insulted him as a Division Chief. He thought that they were too young to be expected to cooperate voluntarily. He was also under the impression that the observer was their supervisor. The observer told him that he was not supervising the group, that he was interested in the apparent resistance to his request. He told him that the boys apparently needed ventilation and that as far as he could see, it was an unfortunate circumstance which placed office and shop workers side by side and that nothing could be done about it except that one or the other must expect to be uncomfortable occasionally. He said that Mr. Putnam has promised to install a ventilating system which would remove the solder smoke. He asked that we tell [redacted] of his complaint and see if something couldn't be done. During this conversation S 1 closed all but three of the windows. The observer asked the Division Chief if he was satisfied with three windows opened and he replied that he guessed he'd have to be. After he left - S 1 to the Observer:

"Who is that guy anyway?"

Obs: "He's a Division Chief."

S 1: "I thought he must be something like that. He came in here roaring like a lion, but he went out like a lamb."

A little later 6 wanted to know who he was.

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A.C.M. 5-17-32 Cont'd.

Afternoon

Obs: (To G.C. 2) "I thought you were going to fill up this room today."

G.C. 2: "I changed my mind. It isn't hardly worthwhile. If I brought out all those sets today I'd just have to bring them all back next Friday."

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S 1: (To Obs.) "That's a nice-looking suit you got."

Obs: "It's too small. I guess I'm getting too fat."

1: "Go ahead, S 1, ask him for it." (To Obs.) "You better watch yourself - he'll ask you for it. Did he ask you for the Ediphone yet?"

Obs: "No."

1: "He will."

S 1: "There's one thing. I don't ask for any Polacks."

S 1 and 1 have been kidding each other at every opportunity lately.

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S 2: (To 6) "Insulation."

6: "Burn it off - what's the matter with you."

S 2 does not answer.

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S 1: (To obs.) "Do you know where we can get some of these?"

S 1 shows the Observer two designation slips.

Obs: "No. What do you want them for?"

S 1: "2 wants them for his rabbits. You see, he can slip a piece of paper under there showing their age, the day they were bred and stuff like that." (To 2.) "Where did you get these?"

A.C.M. 5-17-32 Cont'd.

2: "Never mind where I got them. I got 'em, that's all."

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1: (To S 1) "You put these cables on for me and I'll file your irons."

S 1: "All right."

1 files the irons, but S 1 does not put the cables on until the whistle blows.

1: "That's the kind of a guy you are. I ask you to put cables on while I filed your irons and you don't do it. All right, I'll remember that."

S 1: "I'm going to put your cables on. Don't worry about it."

S 1 puts cables on one equipment and starts to put it on the other. 1 waits for him. When he is about half through with the second equipment, 1 says -

"Come on, never mind with the rest of them. We want to get across the street. I'll finish the rest of them in the morning."

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RECORD OF OBSERVATION

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

Wednesday.  
May 18, 1932.

Morning

I 1 looks out of the test room door and says -

"Come on fellows, open up all of the windows. They have got their windows open across the way."

S 1 and I 1 walk over and open most of the windows. Up until this time all of the windows in the test room have been closed. The observer noticed when he came in that the room was quite smoke-filled.

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Obs: (To Ass't. Foreman) "Well, what's new?"

A.F: "Nothing good. It doesn't look as though this job is going to last. I'm laying them off at the rate of two a week now. Every week they come around and say, 'Pick out two more for next week.' I don't know how long it's going to continue. A lot of people thought that the big shots changed their plans because of this communist demonstration when they called off the lay-off before, but they didn't. They're just letting them go gradually instead of all at once. Say they lay off a hundred a week, it won't be long before they have the force down to where they want it."

Obs: "How is your department running now?"

A.F: "I have it down now so that I'm cutting down on the rows we've got ahead at the rate of about eight a week. Each week that we lay off two helps just that much. I figure I ought to be cleaned up shortly after vacation time. It don't do any good to run ahead of schedule like that, but I couldn't help it. I wanted to lay off 2 in your test room, but my supervisor made such a holler that I had to postpone it. He's single and he hasn't got any dependents. He's turning out seven thousand a day, and they hollered because it would hurt the percentage."

Obs: "How are you selecting those whom you lay off?"

A.F: "They've got to have less than five years' service, and the ones that have no home responsibilities are going first. I could help their percentage along a little bit. I could get rid of a supervisor. I'd like to get rid of that gang boss on cables, but they won't let me do

A.C.M. 5-18-32 Cont'd.

it. He's got about eleven men to take care of where he should have from twenty to thirty and the gang boss on banks has only about fifteen men when a gang boss there could take care of fifty. I could double those jobs up just as well as not, and if I got rid of him that would bring the percentage up 3%, but he's got so much service that they won't listen to me. Well, when they say anything to me about our percentage, I'll have an answer for them."

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A man came into the test room from the department to repair a broken terminal on one of 3's equipments.

6: (To Obs.) "I saved this fellow's life this morning. The copper down at the gate wouldn't let him in, but I came along and told the copper that I knew him, and then he said it was all right for him to go in."

Obs: "It would have been too bad if you hadn't come along."

6: "Sure, he'd just have had to stay there. That copper wouldn't have let him in for anybody else."

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As S 1 was leaving the test room to return some irons, he said to 1 -

"Solder for me while I'm gone."

1: "You go to hell. Why should I solder for you?"

S 1: "All right. Why should I get lunch for you?"

1: "I suppose you get lunch for me alone."

S 1: "Well, mostly for you."

1: "All right, I'll solder for you."

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The test room has been in the habit of getting four half pints of milk. Today they bought a quart and divided it.

Obs: (To 1) "Who's going to drink that big bottle of milk?"

A.G.M. 5-18-32 Cont'd.

1: "We're going to divide it. It only costs eleven cents by the quart, and we were paying a nickel a piece for the half pints. I don't know how this is going to come out. Maybe there won't be enough to go around."

Afternoon

I 1: (To Obs.) ? is running today."

Obs: "Do you think he'll win?"

I 1: "I don't know. He's got a good chance."

- - - -

Obs: (To 2) "Did you get all the designation slips you wanted?"

2: "No."

Obs: "I'm going to take a walk and maybe I'll find some."

When the observer returned to the test room he brought six designation slips and gave them to 2. S 1 noticed them and said -

"That a boy! Our pal!"

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I 1: (To Obs.) "I had to go over to the hospital and was gone for twenty minutes, and now these guys are so far ahead of me I'll never catch up." (To Group) "If you guys would slow down for five minutes I'd catch up so you wouldn't have to wait any more."

- - - -

1 went over for new cables. He took the last set of B Banks.

4: (To 1) "Why didn't you take those triples?"

1: "Because I didn't want them. They're not next anyway."

4: (Looking around) "Well, I guess 6 is stuck with them."

1: (Sings out) "6 is stuck with the triples."

A.C.M. 5-18-32 Cont'd.

6: "That don't bother me any. I can work them just as good as anything else."

6 took his new equipments and placed them in Position 7 before he finished the old one. He put on five rows of cables and staggered the bank wiring.

Obs: (To 6) "What are you doing, getting a start for tomorrow?"

6: "Yes."

I 1: "He's already got a start of about six rows."

6: "But I feel like working today. Maybe I won't feel like it tomorrow."

I 1: (To Obs. at 4:15) "Well, we're going over and bet on 'Starch'."

Obs: "Are you going to bet on him?"

I 1: "I think so."

Obs: "Put a dollar on for me."

I 1: "All right."

4: "Do you want that on the nose?"

Obs: "Yes."

1: "Now 'Starch' has got to win."

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RECORD OF OBSERVATION

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

Thursday.  
May 19, 1932.

Morning

The test room horse, 'Starch' won yesterday. 4 and I 1 dominate the conversation, telling the rest of the wonderful race 'Starch' ran. S 1 and 2 say that 'Starch' should be on the milk wagon. I 1 and 4 are kidding 1 because in addition to betting with them he bet on another horse in the race.

I 1: (To Obs.) "I was trying to get us to bet on 'Ship' and when we wouldn't bet on him, he sneaked up there and bet while we weren't looking. Then when the race was run he was so excited that he wouldn't stay in the room. He went out of the pool room. When we came out we all looked downhearted. He jumped up and said, 'Who won?' He thought sure that 'Starch' had lost and that 'Ship' came in. Then we told him that 'Starch' won and he reached in his pocket and got out a ticket on 'Ship' and tore it up."

I 1 and 4 kidded 1 off and on during the day.

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I 1: (To Obs.) "What do you know about it? I put a piece of solder on the jack over there and the fuse blew out."

Obs: "That was a shame."

I 1: "Yes, now I can't use my test box." (To checker) "When you go out of the department, don't tell the gang boss that the fuse is blown. Now, don't forget, don't tell him."

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Obs: (To 6) "You're going pretty good today."

6: "Yes. I'm going to finish these tomorrow. I want to turn them in so that we'll get paid for them. There's no use letting those other guys get the benefit of it. If the Group Chief marks them off tomorrow, I won't finish them, but if he don't I'll finish them. Then he'll have to turn them in."

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I 1: (To Obs.) "Tomorrow's my last day. I guess I'm getting out of here just in time. The Gang Boss told me

A.C.M. 5-19-32 Cont'd.

this morning that they didn't have any schedule after vacation. I think I'll go upstairs tomorrow and ask [redacted] what he thinks of my quality and my efficiency. He almost laid me off because my efficiency was low and the quality checker turned in a bum report, but [redacted] interfered. I've got a letter from [redacted] at home now."

Obs: "How did he happen to interfere?"

I 1: "I don't know. I never did find out exactly, but I think my mother wrote to him. They told me I was going to be laid off, and I kind of think she wrote a letter asking them to keep me. They had me upstairs on the carpet because my quality was so low. The quality checker and I were on the outs, so he was marking up stuff that wasn't there. When they got through talking to me, [redacted] told me that I was too easy going. He said that I would get along better if I'd fight a little more. So from then on, I said to myself that I'd see that I would get everything that was coming to me. Now I've got my quality up and my bogey is way over a hundred. Just for fun I'm going up and see what he thinks of it."

- - - -

The Group did not buy the big bottle of milk this noon. They bought four small ones.

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Afternoon

At 1:30, the Inspection Section Chief and the Operating Section Chief came into the test room and told the group that they were going over to the Employment Office to take a test.

1: "Can I take my chew along? I can't take a test without a chew."

S 1: (To S.C.) "You can't take 1 over there. They ain't got no tests for Polacks."

6: "What do they want to test us guys for. We can't use any brains on this job."

After they came back from the Employment they laughed and kidded each other the rest of the afternoon. It seems as though the group was divided. One group was given one test and the girl told the other group that they

A.C.M. 5-19-32 Cont'd.

were going to have a little harder test. S 1 was among the group which took the easy test and he resented 6's and 4's remarks.

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1: (To Group) "I'm way behind today. I only got about three thousand. I don't know what I'll tell him when he takes the count."

When Group Chief 2 took the count, 2 asked him to figure out how much he should turn in. Group Chief 2 figured a while and then told him the connections he needed to be working at the rate of seven thousand for the day:

4: (To 6) "How many are you going to turn in?"

6: "I've got to turn in sixty-eight hundred."

4: "What's the matter - are you crazy? You work all week and turn sixty-six hundred in for a full day, and now today you're gone an hour and a quarter and you turn in more than you do the other days."

6: "I don't care. I'm going to finish these sets tomorrow."

4: "You're screwy."

6: "All right, I'll turn in sixty-four hundred."

4: "That's too much."

6: "That don't make any difference. I've got to do something with them."

4: "Well, give them to me."

6 does not answer.

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