PRESENTATIONS BY PENNOCK, PUTNAM,
MELSHEIMER, RICE AND DAVIDSON

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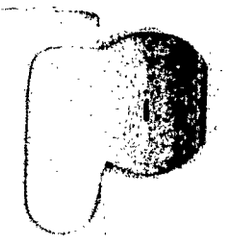

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Talk by Mr Penrose Introducing the Interviewing Programme 9-5-28 File

Each Branch at Hawthorne has for several years been holding so-called branch meetings at regular intervals throughout the winter, at which meetings many subjects of general interest have been discussed. While we have always appreciated it is desirable to have all supervisors attend these meetings, the number is so large that it has not been thought practical to include them all. To-night we have, I hope, every supervisor in the Inspection Branch here, and the reason for this is that we have something to present to you that we feel is of such vital importance that it is absolutely necessary that you get it first hand.

In 1924 the officials of the Company, after much thought and study, set down and published under ten headings the "Company's Employee Relations Policy", and I shall read the ten headings and discuss the last item which covers in general the subject that I want to talk to you about to-night. The statement of policy is as follows:

1. To pay all employees adequately for services rendered.

2. To maintain reasonable hours of work and safe working conditions.

3. To provide continuous employment consistent with business conditions.

4. To place employees in the kind of work best suited to their abilities.

5. To help each individual to progress in the Company's service.

6. To aid employees in times of need.

7. To encourage thrift.

8. To cooperate in social, athletic, and other recreational activities.

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9. To accord to each employee the right to discuss freely with executives any matters concerning his or her welfare or the Company's interest.

10. To carry on the daily work in a spirit of friendliness.

This is amplified as follows:

> "As the Company grows it must be more human - not less so. Discipline, standards and precedents become more necessary with size, but the spirit in which they are administered must be friendly as well as just. Courtesy is as important within the organization as in dealing with outsiders. Inefficiency and indifference cannot be tolerated, but the effort of supervisors must be increasingly directed at building up in every department a loyal and enthusiastic interest in the Company's work."

Why do you suppose it is that the Company is anxious to have the policy covered in Article 10 carried out?

How far would a football team get if the members of the team had no respect for the coach? - Not far.

We all appreciate that the best results are obtained when the football team or the group of workers pull together in a friendly spirit and feel that their leader is a real leader and friend and, therefore, I make this statement, that <u>no person is qualified to supervise the work of others who cannot establish a condition of trust and friendly cooperation among his employees.</u>

Let's analyze the problem this way. Suppose your own supervisor is generally somewhat sarcastic, inclined to be quick tempered and impatient - doesn't explain things to you - and apparently takes no interest in you except to see that you toe the mark. With such a leader you naturally heave a sigh of relief when the whistle blows and you know that you don't have to see or hear anything more of that fellow until to-morrow morning. You know as well as I do that you spend some

of your time during working hours thinking about what you would like to do or see happen to that - . You know that you sometimes get into a frame of mind when you feel like chucking the job even at a loss to yourself and family for the sake of getting a job working for a white man.

You know that you cannot do your best work under those conditions and, therefore, your chances for advancement are being jeopardized.

Authorities agree that worry and unhappiness are more potent factors in breaking down the individual than an excess of hard work.

The whole point is that the average employee at the bottom of the industry is keenly sensitive in matters of human relationship. Emotions are stronger and minor matters of greater importance among these people whose fields of vision are limited and whose interests are few.

We have been preaching the policy of better employee relations for many years and a great deal has been accomplished and I think that we have all been under the impression that conditions have been pretty good and that there is not very much more to be done except to see that we continue the good work. It may surprise you to hear me say that I am now convinced that we have hardly scratched the surface and that the relationships between employees and supervisors in many parts of the whole Works Organization are rotten. As to the blame for this condition, I am willing to take my share as I feel that all of us have been lax in not knowing what the condition was.

Now, to give you a little history of what has happened to wake us up on this subject. I want to tell you about some things we have been doing that have led up to our decisions to take the action

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I shall outline a little later. A year ago last May it was decided to take a small group of female operators from one of the Operating Departments and conduct a series of experiments to see if we could learn, among other things, the answer to such questions as these:

1. Do operators actually get tired out?
2. Would it be desirable to establish rest periods?
3. What is the attitude of the operators?

These operators were placed in a small room and put under the direct supervision of a man from the Piece Rates Department. Before starting the test we had several talks with the girls outlining as far as possible what we were proposing to do, with the thought that as the test went on we would put all our cards on the table in the hope that the girls, as they became better acquainted, would do likewise. We have succeeded in establishing a relationship of confidence and friendship with these operators to such an extent that practically no supervision is required and we can depend upon them to do their part in the absence of any drive or urge whatsoever. In other words, we have been able to lead them far beyond the point we were able to drive them to.

While an increase in output was not one of the objects of the test, and in fact the girls were cautioned not to try to make a race of the test, a remarkable increase in output has resulted, amounting to approximately twenty-five per cent., and the operators tell us that this has been accomplished without any conscious effort on their part; in other words, they have no sensation of working faster now than they did under the old regime.

Naturally, since we have established an extremely satisfactory

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relationship with these operators they have told us many things about the conditions under which they worked previously and it is this information which has convinced us that there is a great deal yet to be done in connection with our supervisory methods. The big thing that standa out in their minds at the present time is the almost entire lack of supervision and a freedom to do many things they were not allowed to do in a regular department. Here are some of the comments we get:

Each operator prefers working in the test room and dreads the time when she will have to go back to the regular department.

When asked why this is, one operator said it is on account of the small gang and no bosses. Another operator said it is because of less supervision, she can work faster, and she does not have to turn out the same amount of work each day.

This is important as operators will naturally turn out varying amounts of work on different days without, in most cases, knowing the reason for this variation, and therefore they object strenuously to being questioned to find out why the output on one day fell below that of another day.

Another operator in answer to this same question said: "No boss; freedom; no fixed rate of output; easier to work,"

Another operator said it is the way they are treated; do not have to pick up parts from the floor; do not get bawled out if output is low on certain days. Stated that in the regular departments she sometimes hated to come to work in the morning on account of this. She had a friend who used to cry at times coming to work on the street car for fear of the criticism she would get from the gang boss for

low output.

Another operator said: "No gang boss; more freedom; does not have to pick up parts from the floor; can work better."

One operator stated that some of the girls in the regular department occasionally sent word in they were sick the next day after a low output rather than to come in and be criticized by gang boss. They could never talk back to the gang boss.

One girl said she did more work one day because gang boss did not come around to talk to her.

The operators in the test room are free to talk about as they please within reasonable limits and when asked whether they enjoyed this freedom of talk one girl stated that it helps to pass the time away, and another, that she gets less tired when she can talk occasionally.

Another girl said she used to talk in the regular department when the gang boss was out of sight.

When questioned about earnings we found that some of the girls in the regular department felt that they would rather earn less money and not have to work so hard.

One of the operators never had any trouble with any of the gang bosses and does not pay very much attention to them.

Another operator had the same experience, as she was one of the fastest operators in the department.

Another girl liked one gang boss but did not like two others, - and I might add that we have never asked these operators for names and I do not yet know which gang bosses they referred to.

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Another operator stated that some are not so bad while others are very much disliked. One gang boss liked to bawl the girls out and sometimes made them cry.

Another operator had three different gang bosses at various times one of which she liked. The girl who sat next to her was criticized every morning and got so nervous she could hardly work at all.

One test operator stated that she used to worry all the time in the regular department but that she never worries now. She stated that one gang boss talked fresh to her.

Another operator said the foreman was very strict and that the girls all liked to work in one of the other departments because the foreman was not so strict and gave them more freedom.

One operator stated that when she came into the test room she did not know that there was to be no gang boss. The first day she assembled fourteen thousand parts and only thirteen thousand parts on the second day. She came down the second day fully expecting criticism for the low output and when this did not happen she speeded up.

Two of the girls stated that in the regular department they frequently hated to come to work in the morning when their output had been low the day before. They would be questioned by the gang boss and this frequently discouraged them for the whole day.

From these comments it is quite evident that what we have done in the test room is to relieve the operators of the nervous tension under which they had been working previously and we have had specific cases which prove that the output is automatically higher when the operator is in a contented frame of mind, and that the output

falls decidedly when the operator is in a worried frame of mind.

The results obtained illustrate very forcibly the difference between two methods of supervision, namely, the "drive method" and the "lead method."

Frankly, we were all somewhat surprised to find that little things that seem very trivial will cause an operator real worry and loss of output.

Some of the things they complained of, such as having to pick up parts off the floor, and explaining to the gang boss whenever output was low, show that some of the things we had been doing to increase output frequently reduced output by putting the operators in a frame of mind where they could not do their best.

This shows a decided need for further training of our supervisory force and we decided to work up a special course in connection with the regular course now being given. The present course being carried out by discussion led by the division chiefs, consists of seventeen subjects, and we plan now to greatly enlarge on the subject of morale or employee relations, and we think this will take five or six meetings instead of only one.

Some questions came up when we started to work up such a course:

1. We needed to know what was wrong with our present methods as we do not feel that we have much of the story yet.

2. We needed some means of measuring results, as a measure of results serves as a guide to the necessary action.

Obviously, if we knew that our present supervisory conditions

were one hundred per cent. good and that all our employees were one hundred per cent. satisfied with the present working conditions then there would be no need for any further study or teaching. I know you will all agree that such is not the case and that we will probably never reach the ideal. However, from what we have learned we are convinced that we, as supervisors, are using many methods and enforcing rules that offend and irk employees and some of the actions we take with the intention of increasing production and earnings actually decrease production, earnings, and morale.

Now we have arrived at this situation:

1. We know that there is something to be done.

2. We know that we haven't much of an overall picture of the exact conditions as to the relations between employees and supervisors.

3. We know that, in general, the relationship between employees and supervisors is not such that the employee will tell us very much about the little things that irritate and worry him.

4. We know that before we can correct bad conditions we must know what the bad conditions are.

5. We know that after we have spent the time, energy and money to correct these conditions we must have some means of knowing how successful we have been.

6. We know that there is just one source from which we can learn what the present conditions are and later whether those conditions which are not right have been corrected. That source is the operators themselves.

Now, I have arrived at the real point of this meeting, which is to describe to you the exact plan we have decided to adopt after having considered several.

We are augmenting our Personnel Organization sufficiently to

enable it to get better acquainted with the operators and sell them the idea that we are seriously out to correct as many of the objectionable conditions as possible and, therefore, we must know what those objectionable conditions or practices are. We felt that to play the game absolutely fair and square with you we must tell you what we are doing.

The plan is this: we hope, and as a matter of fact we know we can, by this method, get a large amount of information as to the existing relations between supervisors and employees and with this information we can formulate a course of study to correct those things that need correction.

Now, I am pretty sure that something like this is beginning to run through some of your minds:

I've got his point all right - it means that somebody from the Personnel Organization is coming down into my place and get a tale of woe from one of my people and hot-foot it up stairs and I'll get called up to explain.

My answer to such a thought is that you are about as wrong as it is possible to be.

Frankly, we have already started in a small way on these interviews and one or two cases that have come out will illustrate what we wish to correct.

A new operator was being shown by her group chief how to make out tickets. This girl did not know any of our terms and may not have been particularly bright. The group chief finally lost patience,

threw the papers down on the operator's bench, and walked away. Another operator told her not to mind that as he did that to everybody.

Another operator being given instructions on a new form of report she was required to make out, made some comment about the number of changes going on, and was told by her supervisor that the section would be much better off if it got rid of all the old help and hired an entire new set of girls who would not make complaints.

What we plan to do is this: the information obtained will be written up in brief form by the interviewer and the report that I see, or for that matter any supervisor sees, will be absolutely void of any names or reference numbers. To illustrate, let's take a case that actually happened. The gang boss spoke to one of the girls in his group and when she did not answer he came back in a loud tone with: "What's the matter with you? Are you deaf?" It so happened that the girl was slightly deaf and quite sensitive about it. She was badly upset over this incident and cried several times during the day. I'll give you one guess as to how long it would take that gang boss to establish a "loyal and enthusiastic interest in the Company's work" as described in Article 10 in the Company's statement of policy. We feel that a case like this discussed in your group meeting will be much more impressive than any statement of generalities.

As I stated previously, we are going to spend a lot of energy and time to do this job and naturally when we get through we want to know how successful we have been. Interviews with operators six months or a year from now will naturally disclose those cases where the work was wasted, or, in other words, where the supervisor in question said

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"yes, yes," to all the suggestions in the group meetings and then went back to the job and continued the objectionable methods. I hope there aren't going to be any such cases, however.

We are proceeding on the assumption that every supervisor in the Inspection Branch has enough breadth of mind to appreciate that this plan is not for the purpose of getting something on the supervisor but to make sure that we are carrying out the Company policy governing relations between employees and supervisors.

It seems to me you must all admit that the management should know first-hand what the operators actually think about the way we treat them and if there is any way to know this without asking the operators themselves I have never heard of it.

We have got to learn to think in terms of Article X just as we think "Safety First." We have talked "Safety First" for so long now that some of you may be tired of hearing about it, but when you consider the results achieved you must agree that the effort was well worth while.

This subject of "employee relations" is of such importance that we can well afford to spend a great deal of thought and time on it. We are all pretty busy and past experience has shown that better and quicker results are obtained when we tackle one thing at a time; therefore, we plan to devote most of the winter to the study of this one major subject, and this talk to-night is intended as the introduction and outline. We are not going to stop until we have established in the Inspection Branch a condition of employee relations that is pretty

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close to the ideal, and certainly far better than anything existing at Hawthorne to-day.

Now, just a word of caution, which I hope isn't necessary. You will undoubtedly know from time to time of some of your operators who have been interviewed by members of the Personnel Organization, and I should hate to think that we had in the Inspection Branch any supervisor who would take advantage of this knowledge to embarrass any employee.

Now, fellows, I have described as well as I could the plan we propose to follow, and while I may be repeating, I shall summarize the plan in a few words, as follows:

The complaints or suggestions we get from operators through the personnel organization or other channels will be used for the next few months as material from which we can all work out and learn better methods of supervision.

I am not attempting to tell you here just how you are going to maintain the necessary order and reasonable output without employing some of the methods now in vogue, but I can give you a good inkling of what the answer is when I say that most human beings like to be led and resent being driven, and it's a proved fact that we can all be led much farther than we can be driven. Now, if you can lead a man farther than you can drive him and he likes being led, doesn't it seem rather absurd not to use the "lead method"?

I'll tell you why it isn't used more. The easiest way, as far as the supervisor is concerned, to control a group of people is to

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make them all toe the mark and crack the first man on the shins that oversteps the mark. This method is so easy that we could, I think, design some automatic equipment to give the operator a shock if he ever transgressed the prescribed rules. In other words, the "drive method" is the path of least resistance. On the other hand, the "lead method" calls for several things that are not required under the drive method. Some of these are: tact, personality, and the ability to think.

In conclusion, I feel sure that careful consideration on your part will convince you that the plan we have discussed is a logical one to follow, and gives every supervisor an equal opportunity to study and analyze his methods and take such action as is necessary to correct existing evils.

Copy of Talk given by Mr Bennett to Inspection Branch Supervisors on Thursday, Sept. 13, 1928 introducing the first interviewing program.
JGH 8/23/39

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Remarks introduction in Br meeting 11-15-28

10-30-28

We have got together again to report progress and to discuss some phases of the main subject of employee relations, and if we had only five minutes at our disposal I should want to spend it in telling you of my reaction to the program thus far.

You will recall that at the last meeting I made this statement: "We are proceeding on the assumption that every supervisor in the Inspection Branch has enough breadth of mind to appreciate that this plan is not for the purpose of getting something on the supervisor but to make sure that we are carrying out the Company's policy governing relations between employees and supervisors". Note that we made an assumption, and after weeks I am now glad to tell you that we feel that the assumption was one hundred per cent. correct. In other words, it is apparent that you have taken the plan in the proper spirit.

The interviewers have told me of several instances where the supervisors have encouraged and assisted them in their work. While this is nothing more than we expected we want you to know that it is appreciated and will help a lot in securing the maximum results.

One other point I want to say just a word about: I want you to know that it is not our thought that employee relations conditions in the Inspection Branch are worse than in other parts of the Works, and therefore we needed special treatment. As a matter of fact, my guess would be that the reverse is true.

It is purely accidental that this plan is being tried out in the Inspection Branch. If this method does get us the results we think it will then it will be tried in other branches of the Works.

Further, it is not our thought that employee relations

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throughout the Hawthorne Works are worse than in other industries. I am sure that the reverse of this is true. The point is this, however: The Bell System or the Western Electric Company has never been satisfied to do things as well as others. We want to lead. We think conditions are far above the average already but we know that they are not so good in some spots, and we want to fix those spots and better those places where conditions are now good.

We want to make working conditions at Hawthorne such that it will be a by-word around Chicago.

Additional

That Stoll & Norford are interested

That supervisors will be interviewed

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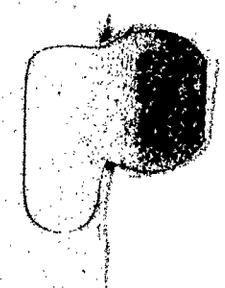

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M.L.P. Talk to Insp Br Supervisors

November 15, 1928.

SELLING YOURSELF TO YOUR SUBORDINATES.

The thought expressed in this subject may seem a little strange. Probably most of us feel that the relationshiy is and should be the opposite; that is, the employee or subordinate should sell himself to his supervisor.

In our own experience, we know that an employee comes to our employment office or to the employment office of any other company and tries to sell himself. When he is hired he reports for work and attempts to make the right impression upon his supervisor. He takes up his assignment and tries to do his work in a way that will win increases in pay, better work, promotions and a satisfactory working relationship with his supervisors and with the Company. The whole working status of the individual, whether he be ranked as an employee or as a supervisor, would seem to indicate that it is the subordinate who is interested in selling himself to his supervisors.

Why, then, should we be interested in discussing the subject "Selling Yourself to Your Subordinates?"

The answer to this question is not an easy one, but within the answer is one of the secrets of supervisory success. Let us see if we can answer it in this way.

Individually, as supervisors, we have been assigned a part of the Company's work for which we are responsible. We have been allotted a number of employees, and we supervise them in the performance of this work.

In order to make sure that each of our subordinates is delivering

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his part of the work, we check his performance. Our superiors in turn check our performance, as supervisors, to make sure that we are delivering our part. Now when we, as supervisors, check the work of an employee we measure his quantity and quality of output. When our superiors, however, check our performance as supervisors they have no such measuring stick by which to judge us. Supervisory work cannot readily be rated in these terms, because our job is one of leadership, and our performance must be measured by rating the results in the group we supervise.

Leadership has been defined as <u>the ability to secure effort from others without the use of authority.</u> This means that we as supervisors, if we are to lead rather than drive, must sell the job instead of ordering it done by reason of authority. It also means that our superiors are going to measure our performance and our value by our ability to secure voluntary and interested effort from our subordinates rather than by our ability to secure the effort they can be forced to give.

Aren't we, therefore, getting to the point where we recognize that the supervisor must be a salesman? Isn't it your job and my job, so long as we work for the Western Electric Company, to sell a lot of things to the employees we supervise?

Let us enumerate a few of the things the company is rightfully asking us to sell to our subordinates:

1. Interest in the work.
2. Enthusiasm for the job.
3. Loyalty to the Company.
4. Happiness and satisfaction in the supervision.

5. Precaution against accidents and sickness.

6. Interest in the thrift plans.

7. A feeling that this is a good place to work,

and many others.

Considering then that our supervisory job is one of selling, and that we are going to be judged by our ability to <u>sell rather than to force</u>, we need to know some of the principles of salesmanship.

Probably not many of us have ever had occasion to take a course in salesmanship, but undoubtedly most of us know the principles in selling which we need to use as supervisors. We know, for instance, that if we were trying to sell some commodity, we would refrain from insulting our customer or from doing any other thing which would injurehis feelings or cause him to dislike us. Each of us realize that we, ourselves, prefer to buy from a salesman whom we like, and in whom we have confidence and trust. Unless he is able to sell us a confidence and a trust in himself, we are going to be suspicious of anything he may present to us in his sales talk. It is only natural that we are as wary and cautious about what he presents as we are of him.

The first principle in salesmanship, then, is this: <u>The salesman must first sell himself.</u>

The first principle in supervisory leadership is practically the same, and it is for this reason that we wish to discuss the subject, "Selling Yourself to Your Subordinates."

Probably the thing that interests us most in connection with this subject is: how may the supervisor sell himself? What things should he

do and what things should he avoid doing if he is to sell himself to his subordinates?

Previous to this time, the answers to these questions have been the result of speculation or of judgment, but now we have some rather definite and reliable information from which to draw our conclusions.

During the last months, as you know, we have been interviewing employees in the Operating Branch to learn from them the things which they like and dislike about their supervision, their working conditions and their jobs. Approximately employees have already given us their comments. Many of these have indicated the technique on the part of their supervisor, that did or did not sell him to them. From these comments, then, we should be able to learn how the supervisor may sell himself and what he should avoid to improve his technique.

Here are some of the comments from employees which indicate the ways in which supervisors have sold themselves:

1. "The supervisors treat me fine. If a man does a good job this Gang Boss appreciates it and lets him know about it. It makes a man feel like working when you have a boss like this."

2. "I have a real Gang Boss - a real fellow. He explains everything about the work and is just like one of us. He does not feel himself above us in any way. He knows the work. When he took over this job, we were only making twenty-five per cent, but by helping us and by improving our working conditions, we now are making fifty per cent."

5. "The boss is fine. He makes us all step on it but he steps with us. If any trouble comes up he is right there to help us. He is a friendly fellow and on the job all the time."

4. "My present Gang Boss can't be beat. He never drives us. He talks to us in a nice way and we are all willing to do our best for him. He never bawls us out. If anything goes wrong he lets us know about it in a nice way. He seems to get the work done easier than any other boss I have worked for."

5. "I had one supervisor in another department who acted like a gentleman. If you did anything wrong he would tell you about it in a nice way, and then you would feel as though you wanted to do a better job."

6. "We had a Foreman with us that was the most cheerful fellow I knew. He had a kind word for you and always said, 'Good morning.' We never will have a boss equal to him. When we were in trouble he gave us consideration and seemed to be happy when he was helping us. He never forgot our names and wherever we saw him he always had time to say 'Hello.'"

7. "My Gang Boss is fair and friendly and knows his job. He helps us and explains everything to his men. With a good Gang Boss like I have, you can do much more work easier and be more content."

8. "The reason I like my boss is because he shoots square and treats me fair and has no favorites."

9. "The Gang Boss that I have is a fellow that has treated me on the square. Whenever I made a mistake he always brought me over and showed me my mistake and told me what it meant and also told me the expense it cost and told me to try and be careful."

10. "I am practically my own boss now. The Gang Boss lets me handle the orders the best way I can. I like to run the job myself because I think I can do better work for the Company. When the Gang Boss wants something done he asks me in a nice way."

11. "I never had any occasion to talk to my ~~superintendent~~ Foreman. The Assistant Foreman is very nice, and is not always snooping around. You can trust him. I believe anything he would tell me to be the honest truth and I know he wouldn't do anything to hurt any of his people."

12. "I like my supervisor. When you talk to him he is very nice and takes time to explain whatever you ask him. If you make a mistake he gives you a chance to explain before criticizing you."

13. "My present Department Chief is a fine man. He is very considerate of everyone. If anyone goes to him with a complaint of any kind, he will reason it out, and when you leave him you are better satisfied."

14. "The night instructor who taught me to do this work was wonderful, and if it hadn't been for her, I would not have stayed. All of the supervisors here are fine. They do everything to make us comfortable and treat us all square."

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15. "I can talk to the supervisor and he will listen, and I think he gets better results than a whole lot of supervisors I have worked for. If anyone wants to be excused from overtime, if you don't overdo it, he will let you off. I have had many supervisors since I have worked here, but never have I met his equal. He is square and everyone is treated alike."

16. "The bosses here treat me fine. If I talk too much, they tell me about it in a nice way. If we do a good day's work the boss tells us about it. This is one thing the fellows like to hear."

These comments are only a few of the many that employees have given us, illustrating ways in which their supervisors are selling themselves. These statements have been chosen, for use here, because they contain the points which were made the greatest number of times by the employees interviewed.

If we analyze these comments, which are representative of the general feeling of all employees, we find that a supervisor may sell himself by:

Appreciating a good job;

Just like one of us;

Right there to help us;

Never bawls us out;

Acting like a gentleman;

Always has time to say, "Hello";

Explains everything to his men;

Treats employees fair and has no favorites;

Showing mistakes in a nice manner;

~~Letting employees be their own bosses;~~

Not "snooping around";

Give employees a chance to explain before criticising;

Reasoning out complaints;

Making employees comfortable;

Letting employees talk and listening to them;

Letting employees know that they amount to something.

Now, I suppose, some of you are saying: "Why that is easy, there's nothing to it. If that's all we have to do to sell ourselves, it's a cinch."

That is true. There is not an item on the list that would be hard for any of us to do.

On the other hand, some of you are probably saying this: "Well, that might be the way employees would like to be supervised all right, but I don't believe they would get out their work if we treated them that way. It looks to me that if we treat them nice and never bawl them out, they will begin to think that we are easy, and they don't have to work. I'll bet if we did our job that way, everybody's efficiency would go down."

There may be some truth in this feeling, but in these comments we have just read, the employees have expressed themselves on that very point.

Here is what they say:

One operator says: "It makes a man feel like working when we have a boss like this one."

Another says: "He talks to us in a nice way and we are all willing to do our best for him."

Another: "If you did anything wrong he would tell you about it in a nice way and then you would feel as though you wanted to do a better job."

Another: "With a good Gang Boss like I have you can do much more work and be more contented."

Another: "The night instructor who taught me to do this work was wonderful. If it hadn't been for her, I would not have stayed here."

Considering that these comments are representative of the feelings of over thousand employees whom you supervise, and considering that these are the employees you must sell yourself to, isn't it rather conclusive proof that the ways of selling yourself as outlined are sure to be effective?

Let us look at the other side of the selling job. What should the supervisor avoid if he is to properly sell himself? What practices must he eliminate in order not to arouse distrust and suspicion of himself in the mind of his subordinates?

We may refer again to comments from employees. Here are representative statements, showing ways in which the supervisor fails in selling himself.

1. "My old boss never treated me right. He almost worked us to death. He was never satisfied. He wanted more work all the time. He would look over the piece work summaries and shakes his head and say, 'You will have to do better than that or we will have to get some young blood in here.'"

2. "I had a boss before I came to this department that was high hat. After you said 'Good morning' to him he would make out he did not hear you and look the other way. That kind of boss you can never like."

3. "Just a short time ago I worked for a supervisor whom I did not like. I asked him for a change in work. I told him I was tired of working on the same job so many years. He listened to me, but that was all he did too. He never even took the time to come and tell me that he could not change me. I guess he did not think it was worth while."

4. "I don't like my Foreman. He comes around here and hollers and makes everybody excited. If he bawls out our Gang Boss he comes and bawls us out. I don't think a boss ought to do that. The Foreman we had before treated everybody alike. He mixed with the help and we all liked to work for him."

5. "One thing I don't like about our Foreman is that he is very independent and stuck-up. When anything goes wrong he goes right up in the air and starts raving at everybody he meets."

6. "I worked for a boss in the department I was transferred from whom I consider a poor supervisor. In the morning when I came in I'd say 'Good morning, Mr. --,' and he would look at me and not say a word. He thought he was quite superior to any of us. Of course, I didn't say 'Good morning' to him after that happened."

7. "The Foreman is able to help us out, but he doesn't do a thing. It wouldn't take him but a minute or two to explain it to us."

8. "Our supervisor shows preference. If he takes a liking for a girl she gets the good work and the others have to take the poor rates. If a person wants to supervise, I think they should treat everyone alike in the matter of giving out work. If he feels more friendly toward one that might be all right, but I do think we should all be treated square."

9. "When anything goes wrong, the boss sure gets sore and tells us about it."

10. "The old bosses didn't seem to trust their men. They were constantly trying to get something on me. They didn't seem to have any confidence in any operator."

11. "The Assistant Foreman is great for sneaking around and spotting on the fellows. He will go out a door in front of you and in a few minutes he is standing behind you watching every move."

12. "There is one thing about a boss that I never did like. When something goes wrong they lose their temper and go right up in the air before you ever get a chance to tell your side of it. I have had a few of that kind and hope I never have to work for another one."

13. "He doesn't welcome suggestions about improving the department. He seems to think we are knocking the Company when we suggest changes."

14. "My present supervisor is very hard to understand. If he only would tell you what he thought about you, you would feel a lot better. When he took me off my previous job, which was a demotion, he never explained the reason. I don't know whether I failed to give satisfaction or whether it is a change in the Company's policies."

15. "The Foreman will not listen to us or let us voice our opinions on anything that we want to talk to him about."

16. "I do think our Gang Boss drives us too much. We can never do enough work. Instead of giving you a bit of praise when you do more work, he tells you to do more."

Although these statements which show ways in which supervisors have failed to sell themselves, are adverse in nature, they are in a way very encouraging. For one thing, they are less numerous than the favorable comments and for another thing, the wrong practices which they enumerate are rather easy for the supervisor to avoid or correct.

An analysis of these unfavorable comments shows that all of the points mentioned will be taken care of if the supervisor follows the methods already prescribed for selling himself. Let us review these methods. We found that the supervisor may sell himself to his subordinates by:

Appreciating a good job;

Just like one of us;

Right there to help us;

Never bawls us out;

Acting like a gentleman;

Always has time to say, "Hello";

Explains everything to his men;

Treats employees fair and has no favorites;

Showing mistakes in a nice manner;

Letting employees be their own bosses;

Not "snooping around";

Give employees a chance to explain before criticising;

Reasoning out complaints;

Making employees comfortable;

Letting employees talk and listening to them;

Letting employees know that they amount to something.

To some of you, these methods may seem so simple that you are wondering whether or not they are reliable. Some of you may ask if the supervisors and executives who are recognized leaders of men, have used these principles in selling themselves to their subordinates.

In order to answer this question, we have reviewed the writings of many executives and supervisors, to learn their viewpoint on this subject.

The following are statements which they have made:

"If you are playing a part, a poseur, you are not the real article and your men will recognize some deception in your make-up. If you are a wolf in sheep's clothing, or, still worse, if you are a sheep in wolf's clothing, your men are going to be suspicious and shy clear of you. If you are not your real self,

you are not designed for supervisory responsibilities."

"The mind at ease is a more capable mind, and it is in a more capable body than the mind that is constantly wondering how the boss is going to strike next. Worry exhausts more than labor. If you would be a leader of men, I would advise you to conduct yourself in such a way that your fellow-men will believe in your honesty. It will not take them long to learn that you have their best interests at heart, if you have. Friendly relations with them will yield you large dividends in loyalty and better work with less fatigue."

"Supervisors generally believe that their advancement depends upon their ability to sell themselves to the men in the higher positions of authority. That idea is wrong. Your success depends far more upon the opinion which the men who are under your supervision have formed of you."

"Imitation is a great driving force. Your organization is the reflection of yourself. The attitude of your employees is a reflection of your own attitude. To be a leader, to sell yourself to your subordinates, you must radiate and express thoughts and action worthy of imitation by them."

"Every supervisor is his own laboratory. If you want to know how to deal with your subordinates, ask yourself how you would like to be dealt with under the same circumstances. Be the kind of a supervisor you would have for your boss, and your subordinates will respond as you would."

These statements, from men who are recognized leaders, are only a few from many, but they represent an almost unanimous viewpoint which coincides very closely with the methods of selling yourself which we have gotten from the interviews with employees.

This makes us feel that the methods we have listed are reliable. In the use of these methods, however, there is another angle that we should consider.

Psychologists and supervisors of broad experience are agreed that men must be handled as individuals. The point is that although we are all about the same, each of us is slightly different from his fellows. Things that appeal to one of us may not appeal to all of us.

As supervisors, then, we need to realize that our subordinates are not all alike. We may deal with one in a certain way, but for another we may need to use different tactics.

General Lincoln C. Andrews who is chief of the New York state transit commission has this to say:

"If there be a rule to follow, it is the Golden Rule, to do as you would be done by, or to 'put yourself in his place', if you are otherwise in doubt as to what method to use in getting a cheerful, loyal response. No two men are just alike, either as leaders or workers, and the more one thinks about his job of leading the more interested he becomes in sizing up each man he deals with and in being able to put his proposition to him in just the right way to get the best results. The American spirit does not perform well in harness under a slave whip, but it does respond splendidly to intelligent leadership which appeals to individual initiative, develops individual self-respect and self confidence and imposes individual

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responsibility. Those who know how to use the latter method are able to get big results in whatever work they undertake."

In selling ourselves, then, we need to keep three points in mind.

First: Individuals are all about the same. They have in a general way the same likes and dislikes; the same reactions. Therefore, if you are in doubt as to what method to use, "do as you would be done by" or "put yourself in his place." In connection with this principle we see that the methods we have emmerated, while not infallible, are safe for us to follow because they show the methods that appeal to the majority.

Second: We must also remember, "No two men are just alike." As individuals we differ slightly in minor respects. We know, for instance, that while most of our people enjoy having us say "Good morning," we may find one man in a thousand or one man in a hundred who does not enjoy this greeting. Where we find such an exception we must study his individual reactions in order to find the best way in which to appeal to him.

Third: We should keep in mind that we may over-do our selling job; that we may over-sell ourselves. Individually we should proceed cautiously and avoid extremes. We should remember that our supervisory success depends, to a large degree, upon our ability to size up each subordinate, finding his individual deviations from the average, and adjusting our methods so that we "put our proposition to him in just the right way to get the best results."

During this talk, some of you may have felt that some of the statements were unfair. Many of you probably feel that you have been doing

a good job of selling yourself and that some of the criticisms offered were unjustified.

Let me say that in reviewing all of the interviews with employees, it was very encouraging to find that in the majority of cases the employees seemed to be pretty well sold on their supervisors. This indicates that most of us have been doing a pretty good job in selling ourselves, but it also shows that others of us have failed in this respect.

Owing to the confidential nature of the interviewing program, we do not know which ones of you have succeeded or which ones of you have failed, but regardless of our individual success or failure we think the subject is one in which we are all interested. We have attempted to analyze and present this material in a way that will help those of us who have failed, to succeed, and those of us who have already succeeded, to do even better.

It is our plan as you know, to continue to analyze these comments from employees and to use them in discovering better supervisory methods and technique. We are attempting to give you the benefit of this analysis in two ways. In your conference groups you will have the opportunity of discussing the methods and technique which is shown desirable or undesirable in the comments from individual interviews. Other subjects, such as this one, which are more evident from a survey of a large number of interviews, we will present for discussion in branch meetings.

The importance of this subject of selling yourself to your subordinates is more evident in a review of all the comments than it is in a survey of only a few interviews. For this reason and because of the fact that it is one of the most vital things in the success of the supervisor

we have made it the first general subject to be considered.

I think you will agree with me that the job of selling yourself is one which the supervisor cannot do too well. In addition, it is a job from which the supervisor derives considerable personal satisfaction. When he has sold himself to his people, his job as supervisor becomes not only an easier job but a more pleasant job.

It has been demonstrated many times that an organization founded upon confidense, trust, and loyalty is more efficient and besides there is a pervading spirit of contentment and satisfaction, both for the supervisor and for his subordinates, which cannot be secured by any other means.

In closing, let me say that this program of interviewing employees is your program. We are attempting to manage it in a way that will help you the most and I think all of you have given us splendid cooperation. We will be more than glad to receive from you your suggestions and criticism as we go along.

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Remarks Talk to
Div Chief Conf in Rest Rldg 11-27-28

11-21-28

One of the so-called "ten commandments" covering the Company's employee relation policy reads as follows: "It is the policy of the Company to carry on the daily work in a spirit of friendliness. As the Company grows it must be more human - not less so. Discipline, standards, and precedents become more necessary with size, but the spirit in which they are administered must be friendly as well as just. Courtesy is as important within the organization as in dealing with outsiders. Inefficiency and indifference cannot be tolerated, but the effort of supervisors must be increasingly directed at building up in every department a loyal and enthusiastic interest in the Company's work."

This and the other points covered in the statement of policy have been discussed in these meetings and also our Branch meetings and undoubtedly some good has resulted. I think we have all appreciated, however, that our means for knowing how well this has been accomplished have been totally inadequate. In other words, we do not to-day know what methods are being employed by our first line supervisors in dealing with their employees.

Every first-line supervisor will or should admit that he himself cannot get from the employee his likes and dislikes to any great extent. In other words, the relationship between the employee and the first-line supervisor is not such, in general, that the employee feels safe in criticizing working conditions, and particularly supervisory conditions.

Many of you will recall that we made at Hawthorne some illumination tests for the National Research Council, and the difficulty of

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securing information from the operators was brought out very forcibly during this series of tests. As a result of our experience during the illumination tests we decided to try out a plan for getting thoroughly acquainted with a small group of operators with the thought that if a situation existed where a feeling of confidence could be established among the operators we would then be able to get from them their honest opinions as to working conditions and method of supervision, et cetera. Consequently, in May, 1927, we started such a test with six operators from the Relay Assembly Department with the thought that we might get answers to such questions as these:

1. Do operators actually get tired out?
2. Would it be desirable to establish rest periods?
3. What is the attitude of the operators?

These operators were placed in a small room and put under the direct supervision of a man from the Piece Rates Department. Before starting the test we had several talks with the girls outlining as far as possible what we were proposing to do, with the thought that as the test went on we would put all our cards on the table in the hope that the girls, as they became better acquainted, would do likewise. We have succeeded in establishing a relationship of confidence and friendship with these operators to such an extent that practically no supervision is required and we can depend upon them to do their part in the absence of any drive or urge whatsoever.

While an increase in output was not one of the objects of the test, and in fact the girls were cautioned not to try to make a race of the test, a remarkable increase in output has resulted, amounting to

approximately twenty-five per cent., and the operators tell us that this has been accomplished without any conscious effort on their part, and they have no sensation of working faster now than they did under the old regime. In other words, we have been able to lead them far beyond the point to which we were able to drive them.

Naturally, since we have established a condition of trust and confidence with these operators they have told us many things about the conditions under which they worked previously and it is this information which has convinced us that there is a great deal yet to be done in connection with our supervisory methods. The big thing that stands out in their minds at the present time is the almost entire lack of supervision and a freedom to do many things they were not allowed to do in a regular department. Here are some of the comments we get:

Each operator prefers working in the Test Room and dreads the time when she will have to go back to the regular department. When asked why this is, one operator said it is on account of the small gang and no bosses. Another operator said it is because of less supervision, she can work faster, and she does not have to turn out the same amount of work each day.

This is important, as operators will naturally turn out varying amounts of work on different days without, in most cases, knowing the reason for this variation, and therefore they object strenuously to being questioned to find out why the output on one day falls below that of another day.

Another operator in answer to this same question said: "No boss; freedom; no fixed rate of output; easier to work".

Another operator said it is the way they are treated; do not have to pick up parts from the floor; do not get bawled out if output is low on certain days. Stated that in the regular departments she sometimes hated to come to work in the morning on account of this. She had a friend who used to cry at times coming to work on the street car for fear of the criticism she would get from the gang boss for low output.

Another operator said: "No gang boss; more freedom; do not have to pick up parts from the floor; can work better".

One operator stated that some of the girls in the regular department occasionally sent word in they were sick the next day after a low output rather than to come in and be criticized by the gang boss. They could never talk back to the gang boss.

One girl said she did more work one day because gang boss did not come around to talk to her.

The operators in the Test Room are free to talk about as they please within reasonable limits and when asked whether they enjoyed this freedom of talk one girl stated that it helps to pass the time away, and another, that she gets less tired when she can talk occasionally.

Another girl said she used to talk in the regular department when the gang boss was out of sight.

When questioned about earnings we found that some of the girls in the regular department felt that they would rather earn less money and not have to work so hard.

One gang boss liked to bawl the girls out and sometimes made them cry.

Another operator stated that the girl who sat next to her was criticized every morning and got so nervous she could hardly work at all.

One test operator stated that she used to worry all the time in the regular department but that she never worries now. She stated that one gang boss talked fresh to her.

Another operator said the foreman was very strict and that the girls all liked to work in one of the other departments because the foreman was not so strict and gave them more freedom.

One operator stated that when she came into the Test Room she did not know that there was to be no gang boss. The first day she assembled fourteen thousand parts and only thirteen thousand parts on the second day. She came down the third day fully expecting criticism for the low output and when this did not happen she speeded up.

Two of the girls stated that in the regular department they frequently hated to come to work in the morning when their output had been low the day before. They would be questioned by the gang boss and this frequently discouraged them for the whole day.

From these comments it is quite evident that what we have done in the Test Room is to relieve the operators of the nervous tension under which they had been working previously and we have had specific cases which prove that the output is automatically higher when the operator is in a contented frame of mind, and that the output falls decidedly when the operator is worried.

The results obtained illustrate very forcibly the difference between two methods of supervision, namely; the "drive method" and

the "lead method".

Frankly, we were all somewhat surprised to find that little things that seem very trivial will cause an operator real worry and loss of output.

Some of the things they complained of, such as having to pick up parts off the floor, and explaining to the gang boss whenever output was low, show that some of the things we do to increase output frequently reduce output by putting the operators in a frame of mind where they cannot do their best.

Authorities agree that worry and unhappiness are more potent factors in breaking down the individual than an excess of hard work.

The whole point is that the average employee at the bottom of the industry is keenly sensitive in matters of human relationship. Emotions are stronger and minor matters of greater importance among those people whose fields of vision are limited and whose interests are few.

Please do not infer from what has been brought out from this test that it is our thought that conditions in this particular department are worse than in others. As a matter of fact my guess would be that the conditions in this department are much better than in many other departments but we are convinced that there is a real need for taking more effective means of training our first-line supervisors, particularly in the proper methods of dealing with their employees. We therefore had arrived at about this situation:

1. We knew that there was something to be done.

2. We knew that we hadn't much of an overall picture of the exact conditions as to the relations between employees and supervisors.

3. We knew in general the relationship between employees and supervisors is not such that the employee would tell us very much about the little things that irritate and worry him.

4. We knew that before we could correct the unsatisfactory conditions we must know what the unsatisfactory conditions are.

5. We knew that after we spent the time, energy and money to correct these conditions we must have some means of knowing how successful we have been.

6. We knew that there was just one source from which we could learn what the present conditions are, and later, whether those conditions which were not right had been corrected. That source is the operators themselves.

Now, I want to describe to you the plan we have decided to adopt after having considered several.

The first problem was how to get the information from the employees. We first considered the selection of a ten per cent. sample, which, in the Inspection Branch, would mean about 120 to 130 employees. Our thought was that someone during a period of six months could perhaps talk to each one of these employees two or three times and establish enough confidence in the employee to get from him a true picture.

This idea was finally abandoned as we were not at all sure that we could get the information we were after and considerable time would be needed to do the job. We then hit upon the plan of having several interviewers who would interview every operator in the Inspection Branch at least once, and with five interviewers this job could be done in about three months.

We appreciated, however, that the interviews would have to be on a different basis from any of the interviews previously made as we realized that very few operators were going to be willing to give us

honest answers knowing that in the past such interviews had frequently resulted in bad feeling between their supervisors and themselves as it had been more or less customary to talk directly to the supervisor involved, and if he did not happen to be of the broadminded sort he frequently took it out on the employee.

This plan of handling the interviews was then hit upon: All interviews are being written up without names or reference numbers and the only people in the Inspection Branch who know the name of the operator interviewed and the supervisors referred to are the interviewers themselves.

Before proceeding with the interviews we held a branch meeting at which every supervisor in the Inspection Branch, including group chiefs, was present. The reasons for trying out this plan and the method of handling the interviews were carefully explained to them. They were told that the interviews would be kept strictly confidential, as I have outlined, and be used for the present for training purposes only.

This method of handling the interviews was our real tool for making the interviews a success. Having told the supervisors exactly what we planned to do and why, the interviewer was then in a position to explain the whole plan to each employee talked to, and he, knowing that his supervisor knew all about the plan, was then placed in a position of telling his story for general use in bettering working conditions.

You might ask how we are getting the real story from each employee. The answer to this is simple: We don't know. And I might add that we don't need to know.

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What we do know is this: that we are getting a lot of information both favorable and unfavorable. It is unreasonable to assume that all the comments are faked and if we made the absurd assumption that fifty per cent. of them were untrue, then we still have more material than we can ever use for training purposes and the chances are good that about every phase of the employee-relations situation will have been covered.

We also had several requests from supervisors for interviews as some of them apparently feel that the methods used by their superiors are not so good. This job, however, has not been started, and we have not decided exactly how to do it, although we appreciate that it will have to be done.

The plan was accepted as a perfectly fair business proposition by all supervisors almost without exception. As a matter of fact, some of them have expressed enthusiasm for the plan and have rendered the interviewers considerable assistance in carrying out their work. This, I think, speaks very highly for the character of the supervisors in the Branch.

We have, as you know, been carrying on a supervisory training course for some time and starting about six weeks ago we began to use the interviews as a basis for discussion in our supervisory training groups.

The reaction from the first line supervisors to the training course now being conducted, with the interviews as the basis for discussion, is very good. Comments have come to us that this method of supervisory training is of greater interest as they discuss events actually taking place in the Inspection Branch, which are naturally of great

interest to every supervisor. It goes without saying that interest in the subject being taught is one of the largest factors for success.

I want to digress here for just one minute to discuss methods of education as this subject has a bearing on what I am telling you about.

As stated previously, we have been trying to teach principles of employee relations. That is what the ten commandments are. They tell us what the policy of the Company is but they don't tell us in detail how these policies or principles are to be applied to every-day conditions and situations.

What happens then after we have tried to teach these principles to the supervisor or learn them ourselves? Let's take a case for illustration. One of the statements made is that the daily work should be carried on in a spirit of friendliness. That sounds simple enough - but is it? Such questions as these come to the supervisor: Should the group chief pull a party for his ten or fifteen people to establish the spirit of friendliness? Should he refrain from ever criticizing an employee? Should he ask after the health of the family every morning - and so on? In other words, just how is the policy or principle to be carried out in actual practice? - and to get the answer to that question the group chief has got to do some pretty tall thinking, and we have left it largely up to him to do it.

I'm sure that we ourselves have difficulty at times in selecting the proper methods. In other words, if the employees tell us that a supervisor is very much disliked because he has the habit of bawling operators out in a loud tone so that all employees in the vicinity hear

it, and a case like this is brought out and discussed in class, don't you think that that point is going to be impressed on the minds of all to such an extent that that method will be avoided?

On the other hand, if the supervisor is merely given the general statement that the work is to be carried on in a spirit of friendliness he may or may not decide that this means he is to refrain from criticizing an employee before the whole group. He may decide that this is the only way to correct faults in his people..

Just a word as to the character of the comments we are getting. Naturally we are getting many very favorable ones and also a good many unfavorable ones. We appreciate that some of the unfavorable comments are probably not justified but for purposes of supervisory training they are just as valuable for discussion as bona fide cases.

You might be interested in a few of the conditions brought to light by these interviews.

A new operator was being shown by her group chief how to make out tickets. This girl did not know any of our terms and may not have been particularly bright. The group chief finally lost patience, threw the papers down on the operator's bench, and walked away. Another operater told her not to mind that as he did that to everybody.

Another operator being given instructions on a new form of report she was required to make out, made some comment about the number of changes going on, and was told by her supervisor that the section would be much better off if it got rid of all the old help and hired an entire new set of girls who would not make complaints.

A gang boss spoke to one of the girls in his group and when

she did not answer he came back in a loud tone with: "What's the matter with you? Are you deaf?" It so happened that the girl was slightly deaf and quite sensitive about it. She was badly upset over this incident and cried several times during the day. I'll give you one guess as to how long it would take that gang boss to establish a "loyal and enthusiastic interest in the Company's work" as described in Article 10 of the Company's statement of policy.

Cases like these discussed in our group meetings cannot fail to impress on the supervisor the serious damage to morale much more effectively than an abstract statement that supervisors should not use rough tactics in dealing with employees.

Here are a few of the favorable comments:

"The Group Chief knows how to handle us. He has a very nice way about him. He gets more out of you than a fellow who would bawl you out all the time. The Section Chief is the same type. Both men are good supervisors and good leaders."

"My former supervisor was what I would call the ideal type. I liked him very much because he created such a pride in us doing our work right. He may have been even what you would call finicky, but he appreciated everything, and we liked to work for him."

"My present boss is fine to work for. He never 'rides' the men. I like him because he has a nice manner. He is good at explaining, shows no partiality, and never 'flies off the handle'."

"My supervisors are very good. They take an interest in their men. My Group Chief lets me work on my honor, and for that reason I have more respect for him and try my best to please and satisfy him."

"My boss is friendly, and 'treats you white'. He says 'hello', and doesn't think he is a little better than you. If the employees are treated right, they will work all the harder."

"My present supervisor is one of the most considerate men I've ever had to deal with. I am afraid that one of these days they will realize what a wonderful supervisor he is and how much improved our section is now since he came in, and they will promote him and we will lose him."

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At the Branch meeting the supervisors were also told that in setting up this plan we naturally wished to know after we had spent the time and energy to do the job what the results were, and they were told that while the first interviews would be treated in the confidential manner I have outlined, interviews in six months or a year from now, after the training course, would naturally disclose those cases where the work was wasted, or in other words, where the supervisor in question apparently agreed to the conclusions arrived at in the conference meetings but continued to use unsatisfactory methods in dealing with his people. They agreed that this is fair.

We told them that we are proceeding on the assumption that every supervisor in the Inspection Branch has enough breadth of mind to appreciate that this plan is not for the purpose of getting something on the supervisor but to make sure that we are carrying out the Company's policy covering the relations between employees and supervisors; also that they must admit that the management should know first hand what the operators actually think about the way they are treated and that there is no way of knowing this other than by getting the operators themselves to tell us.

Please understand that this plan is still considered as an experiment and that we are not yet ready to recommend it for wholesale use. There is, of course, a possibility that there might be some dynamite in the scheme and before applying it on a larger scale it was thought best to try it out in the Inspection Branch this winter and develop the proper technique and prove results. I should like to caution you against saying too much about it or starting any such plan

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until we have proved our case. The indications so far are that it is going to work out very satisfactorily both from the operators' and the supervisors' viewpoints, but it is a somewhat radical departure from our previous methods and we want to be very cautious.

The Headquarters' Organization in New York knows of the plan and is extremely interested, and we felt that it would be better to tell you exactly what was being done, as undoubtedly there will be some discussion of the plan between members of the Inspection Branch and members of other branches with whom they come intimately in contact, so if you will bear in mind that this is being given you as a matter of information concerning a trial of a somewhat novel nature, that is all the action that should be taken for the present.

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Article to Insp Br Supervisors

December 3, 1928.

MR. M. L. PUTNAM - 6604:

Attached is an article giving the views of General Lincoln C. Andrews on the subject: "Cheerful, Loyal Men Do The Best Work."

Articles such as this one, will be sent to you, from time to time, during the course of our program of supervisory conferences and branch meetings in which we are considering the general subject of supervision.

It is not our purpose to overburden you with literature in this field but it is thought desirable to supply a few articles during this program so that those who care to review current thought on the subject may have an opportunity to do so.

G. A. PENNOCK - 6600.

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CHEERFUL, LOYAL MEN DO THE BEST WORK

Intelligent Leadership Is Secret of Teamwork

Says Gen. Andrews

A great deal is being written these days about the psychology, etc., of handling men. All this tends to make it appear too difficult. It is better that each leader of men should become his own psychologist. Let him realize that he is to acquire skill in using human tools and thus learn to appreciate the fundamental fact that a cheerful, ambitious, loyal man will do twice as much in a day as one who is sore, sullen, discouraged or otherwise uncomfortable or unhappy, Gen. Lincoln C. Andrews, chief of New York state transit commission, writes in the New York Sun.

Knowing that he is largely responsible for this state of mind in his subordinates, the leader can best work out his salvation by watching himself in his methods of dealing with them. There is no use trying to follow rules or to imitate some one who has been a successful leader.

Each man must be his own true self, genuine and sincere, or he is sure to stumble and fall down on his job. If there be a rule to follow it is the Golden Rule, to do as you would be done by, or to "put yourself in his place," if you are otherwise in doubt as to what method to use in getting a cheerful, loyal response. No two men are just alike, either as leaders or workers, and the more one thinks about his job of leading the more interested he becomes in sizing up each man he deals with and in being able to put his proposition to him in just the right way to get the best results.

What Good Teamwork Requires

Every American of enough gumption to be a boss knows something of baseball, football, etc. He knows what is required of the captain of a good ball team, and how each and every member of the team must play his part loyally for the team if it is to win. Good teamwork requires

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that each member feel certain of three things, and the captain must handle his men in such a way as to make sure that they do feel this. Each member must believe in the importance of doing his own part well as he can, and, last of all, must constantly realize that all the other members are likewise counting on him to do his part as best he can. This makes for good teamwork and is a good enough guide for any boss in handling his men on any job. Let him consider his group as a ball team and himself as its captain. A good team captain knows that he must inspire in his men a spirit of loyalty, of cheerful obedience, teamwork, co-operation and a determination to win, regardless of the obstacles. He inspires these qualities in the way he handles his men in training and in action. A boss of any group may do likewise if he will give his mind to it.

Every group that works together on any job is going to develop some kind of group spirit. This is as sure as fate. It is up to the boss to make this spirit what he wants it to be--one that shall make for efficiency rather than for one that will make for discontent and slackness. The American spirit does not perform well in harness under a slave whip, but it does respond splendidly to intelligent leadership which appeals to individual initiative, develops individual self-respect and self-confidence and imposes individual responsibility. Those who know how to use the latter method are able to get big results in whatever work they undertake.

Some Have Solved Big Problem

Industry is quite alive to the importance of this type of leadership to-day, but to take advantage of it is the difficult problem. It requires, first, such organization and policy as will admit the loyal co-operation of every one in the undertaking. This presents many difficulties and is a problem which each concern must work out in accordance

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with its own peculiar business conditions and circumstances. Many have solved this problem successfully.

The second difficulty is to get the subordinate bosses--foremen and superintendents, who are in direct contact with the men--to carry out these policies intelligently. The best of policies may be made a mockery by the incompetence or meanness of these subordinates. They represent authority to the men in the ranks, and great harm will be caused by their failure to maintain the high standards of leadership which their positions demand. Management, therefore, must concern itself critically not only with organization and policy, but more particularly with the qualifications for leadership on the part of foremen and other subordinates directly in contact with the men. An instance of the importance of this was brought to light at a recent conference with the management and superintendent of a group of mills whose employees had gone on strike, when it was agreed that one of the main causes of failure was due to the fact that in the selection of foremen more attention had been given to their technical qualifications for leadership.

Where an industrial management is able to organize on a co-operative basis, and its subordinates are inspired with this type of leadership, the whole concern becomes a team with a team spirit to make good, and every one is in it from the lowest up to the big ones.

"Working Shoulder to Shoulder."

Here employee and employer find themselves working shoulder to shoulder for a common result, each doing his own part according to his own job and being respected in proportion to the degree in which he does it well. Both employee and employer come to appreciate the true meaning of democracy and to realize the opportunity that lies equally open to all on their merits and to see the advantage in a scheme where every one is classified in accordance with his special fitness.

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Here the fact is discovered that employers are mostly graduates from the class of labor, or, more accurately that they are but members of the senior class. Here men learn that capital, labor and the community are equal partners in industry and that the right of all three must be equally conserved.

Each concern that organizes its employees on this basis of cooperation is eagerly welcomed. In one sense it is a patriotic move toward saner government, because it weakens, by so much, the power of the demagogue inclined to capitalize the ignorance and prejudices of the less fortunate for his own selfish ends, financially or politically.

In America there is no "class," in the European sense of the term. Our classes are like school classes, with promotion always in sight. Our biggest men have come from the bottom classes and are still coming. Not a single door is closed to any individual who has the ambition and is willing to work his way up. And, what is equally interesting, the back doors also stand open and through them the unworthy are being daily thrown out to find their true level in accordance with their individual fitness. Such are the laws of democracy and of progress. All schemes to thwart them must sooner or later end in failure.

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6604
Outline of talk
Chan

~~6600~~
~~Return to 6605~~
Thank You Fenton

OUTLINE

1. Introduction:

   State subject and why chosen.

   Sample interview.

   Points to be covered.

2. Body:

   Relation of T and B to Supervisory Training.

   Explanation of T and B System.

   What do employees say about T and B.

      Interviews.

      Conclusions from interviews.

   Action to be taken.

      Quality inspection.

      Bogey Retiming.

      Investigation of outstanding cases.

      Abandonment of Daily Efficiency.

      New Task standards scheme.

   What have supervisors to do about T and B for employees?

3. Conclusion.

Outline of talk "Task and Bogey"
given by C.A. Brakebusch dec 13, 1928
at Inspection Branch meeting

WP 12-18-28

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1. Introduction.

State subject.

Why chosen.

1st mtg. "10 commandments" No. 1

To pay all employees adequately for services rendered.

Amount of work done is a factor and T and Bogey system is the means.

Largely based on interviews.

Sample interview.

This employee had been a bogey setter, perhaps a supervisor also. He says - My supervisor put me back to testing, saying that there was nothing else for me to do. It was not right to put me back in the gang for which I had set bogeys and make me work on the bogyes that I had set myself. The gang was down on me anyway for setting bogeys and it was like throwing a fellow into a bunch of mad dogs.

Probably sup. and employee would like to see more of this.

Points to be covered.

Relation of T and B to Supervisory Training.

Explanation of the T and B system.

Why do employees think of T and B system.

Action to be taken by management.

Action for the supervisors.

Relation of T and B to Supervisory Training.

1. 2 Phases of Supervision -

   Getting business handled.

   Employee relations.

2. Importance of T and B in Employee relations.

   2nd to none and tied up with morale.

   Largest single factor in pay.

   Pay is equal to happiness as a factor in satisfaction.

3. T and B incentive relieves supervisor of output worries exc. dispatching;

4. Supervisor must understand and administer.

5. Company interest in your handling of T and B.

   Cost of inspection.

   Amount of payroll.

   Company has obligations to employee that outlive your supervision.

EXPLANATION OF T AND B SYSTEM.

1. An incentive system.

   Output used to be low and inspection a joke.

   Inspectors not satisfied with pay compared to P.W. Operators.

   More pay if more output.

   Not a scheme to speed up indifinitely, 125% limit.

   Quality first consideration.

2. Why not piecework. No driving effected - show how instead + encourage

   Incentive too great.

   Lacks dignity.

   Too costly to administer with small lots and rigid counting and quality factor.

   Too inflexible to suit needs of best inspection practice.

3. Difference between Task and Bogyes.

   Cause of Bogey System.

   Responsibility of supervisors in case of Bogeys.

   Correctness.

   Knowledge of principles involved.

4. Method of setting Tasks.

   Basic rate.

   Estimate of efficiency of operator timed.

   Allowances and conversion factors.

   OVERALL TIMINGS FOR BOGEYS.

5. The "Bogey" or Task.

   67% basis.

   Use of the "Bogey"

6. Calculations.

   Work units.

   Method of getting daily, weekly, etc. efficiency.

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7. Records.

Inspector's Daily Report Sheet.

Why so detailed.

Why so important.

H.W. 870-A Daily Summary.

Weekly charts.

8. Relation of Efficiency to Pay.

Only a tentative guide.

Many other things affect rate revisions.

Possibility that eventually a scale may be adopted.

9. T and B Booklet.

Training course delayed.

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WHAT DO EMPLOYEES SAY ABOUT T AND B SYSTEM - INTERVIEWS.

Number Read.

General impressions.

1. Approvals. - - - - - - - - - - 11

2. Lack of understanding. - - - - - - -

3. Comments on Quality - - - - - - - - 2

4. Changes in T and Bogeys - - - - - - - 7

5. Objections.

5.1 Some Rates too high - - - - - - - 2

5.2 Cannot make high efficiency - - - - -

5.21 T or B not set right.

5.211 Machine speed limits output - - 1

5.212 Rates too hard on General Insp. - 2

5.213 Rates too hard on Small lots - 3

5.22 Supervisor's mistakes etc.

5.221 No credit for DLI - - - - 1

5.222 Loss due to tryout on Mens Jobs - 1

5.223 Loss due to tryout on Diversity of Jobs 5

5.224 Poor distribution of hard jobs - 2

5.3 Supervisor's attitude not right.

5.31 Poor attitude - - - - - - - 2

5.32 Some "Driving" - - - - - - - 3

5.4 Good Eff. attained but no raise - - - - 7

INTERVIEWS

1. Approvals.

I think the bogey is a very good idea.

I like the bogey system because it lets the boss know how a man is doing his work.

I particularly like the task and bogey system because the inspectors are given credit for what they do. In the old method the bosses were often fooled by people who made a great deal of lost motion. It keeps the inspectors satisfied because it gives the proper weight to the job.

I am keen for the bogey. Now I get credit for what I do and before I don't think I did. I have gotten seven dollars a week in raises since working on the bogey.

The bogey is a good thing. It helps to keep your mind on your work all the time and it gives the boss a picture of what you do.

I like the task and bogey system because it has made the work more uniform.

The bogey serves its best purposes to me at revision time as it gives the man a chance to earn more money.

I'll say I like the bogey system since the raises are based on it.

The bogey was hard at the start, but now she doesn't notice it at all. The bogey is how she got more money so she thinks it is all right.

I know this bogey lets the boss know what a man is doing. I like that part of it the best.

I think by the bogey system a man gets more credit for what he does. It used to be if we wanted a raise it was necessary to have a drag with the gang boss, but now a fellow gets credit for a day's work.

3. Comments on Quality

No. 1 M

The bogey on certain jobs is pretty hard, but the fellows make 100% efficiency now, but I hardly think it's of the usual quality.

No. 2 M

There is one thing about the job that I don't like and that is the efficiency. I don't know but I can't understand it at all. If a man doesn't put out a certain amount of work in an hour or a day your efficiency does not come up at all and still they want you to turn out good work. Now I don't see how a man can turn out a certain amount of work and still maintain quality. What they want down here it seems is quantity and not quality.

One danger of an incentive plan. Remedy later.

4. Changes in Task or Bogey Rate

No. 3 F

When this inspector does not make the rate on a certain job the Sub-section Chief calls her over and bawls her out about it. She doesn't like to be nagged all the time by her Sub-section Chief and Section Chief. This has been going on during the last 3 or 4 months - since the rate has been changed on the job. Before she averaged about 120% on this job, but now she can do only 75% at the very best. It was a man's job and she thinks it is too hard for a girl, especially since the rate is so high. She is dissatisfied because she did not get a raise.

Blames whole situation on change. Not sold.

No. 4 F

Several months ago this girl was placed on what was a man's job. The job is much heavier than her other work. She is only 67% efficient. The inspection limits were changed and the task was then made harder. She says this may look alright on the surface, but the work is heavy and the task does not make allowances for the increased amount of heavy boxes to be handled.

Another case where change is blamed and not sold.

No. 5 M

Some departments are well organized in regard to the bogey. The rates are well established, but in this department there is not a uniformly set bogey. The timings are not right. On some of the hard jobs the bogey is too steep. The bogeys change just like the weather. The supervisor guesses what he thinks the bogey ought to be.

Very much upset Apparently frequent changes

Very much upset.

Apparently frequent changes.

No. 6 F

Formerly the rate on one job was 222 for an hour for 100% efficiency, but this was raised to 500 an hour. She can't possibly make it. A rate of 300 an hour is the most she can do. She told the efficiency man that the rate was too high, but he told her that the machine had been changed so that it ought to be easier. She says that the machine is exactly the same one.

Change not sold.

No. 7 F

A week ago the bogey on a certain job was made twice as hard as before. She thinks her efficiency will have to be 130% or 140% to get an increase and this will be impossible.

Looks like a radical change.

No. 8 F

She worked on a job which was frequently being retimed, whereas some of the girls in the Section who worked on jobs where the task remained constant, earned 3 and 4 cent increases. She received only one cent and is dissatisfied.

Disturbed by changes.

No. 9 M

Some of their time studies are fair if the work runs good, but sometimes the inspectors must stall because if we make a percentage which seems too high the bogey is reset.

This hits the real danger of changes.

Changes should only be made when warranted and should be sold.

5.1 Rates too High

No. 10 F

The task on one job is so high that no one can make 100%. You have to break your neck on that job. You have to work like a nigger. Miscellaneous parts are still harder. The gang boss knows that none of the girls can make the task.

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No. 11 F

This girl has a very high efficiency - 125% to 130%, but says there is one task which she thinks is entirely too high.

The fact that she makes 125% looks as if she knows what she is saying.

High rates must be sold.

5.21 Task or Bogey not set right.

5.211 Machine speed.

No. 12 F

She can't turn out enough work on this machine. She gets disgusted. She is on a different machine each day, but even when on the work steadily she isn't able to turn out much work. She says she works hard for a fair rate. She has to work according to what the machine turns out. She can't make up time nor make the machine go faster. According to the raises received thus far she thinks she will never get another raise.

This is a problem which has not been solved.

Answer is to keep a high rated operator off this job.

5.212 General Inspection

No. 13 F

This girl is always over 100%. She says sampling inspection is harder because when the lots run bad, she must make out a rejection ticket and continue to sample.

Looks like task or bogey is not set right.

May be allowed for, but not sold, if so.

No. 14 F

My bogey always falls on General Inspection. My efficiency is 90% now, whereas it was 105% to 115% when I was on a detail job. I positively can't go over 100% on general inspection, therefore, I think won't have a possibility of getting a raise.

Idea of necessity for over 100%. Very nice if qual. is safeguarded.

5.213 Small Jobs - 5 - 10 - 15 Min.

No. 15 M

On some of the large jobs the bogey is pretty good, but on small jobs it is impossible to do them in the time allowed.

Mostly bogeys. Are they O.K.? Do we know they can be met.

No. 16 F

When she was in the other Department, she cried many nights when she reached home because she was so dissatisfied. She could not make her efficiency on the small jobs - 5 minutes, 10 minutes, etc.

No. 17 F

She is rather discouraged because she does just as much work one week as she does the next, but her efficiency goes up and down. All of the girls dropped this week. She works steadily all the time and she just can't understand the difference. She thinks it is because last week she had more 20 and 25 minute jobs while this week she has a greater percentage of 10 minute jobs. She says it takes nearly the whole 10 minutes to get the job and the prints - not to mention the time required for inspecting it. Before she gets started the 10 minutes are up. That puts her behind. She said that all of the girls were wondering, that morning when the charts were posted, why their efficiency had dropped. It is discouraging because she is trying to increase her efficiency each week.

Certainly too bad to have a girl feel like this.

Set up to make time studies on Bogeys.

5.22 Mishandling by Supervisors

5.221 D.L.I. M

The bogey jobs are alright and I like to work on them. I don't like "D.L.I." jobs. We don't get any credit for them and they require plenty of time. They used to allow 5 minutes for this work, but now they allow nothing. I don't think this is right. I don't like to work on task jobs because it is too much trouble to figure out the conversion factors.

2 Points - D.L.I. and Conversion Factors.

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5.222 Men's Jobs

No. 19 F

Several of the girls were transferred to a man's job partly as an experiment for 4 months. All of the girls worked exceptionally hard because they wanted to please their Section Chief. This prevented them from earning an increase on the basis of their efficiency.

Good business, but special consideration should have been given these girls on basis of past record.

5.223 Diversity of Jobs

No. 20 M

He has been called several times on his low efficiency, but claims his low efficiency is due to the miscellaneous nature of the jobs he handles and on which he can just about make the bogey. He thinks the bogeys are not set right, they being too easy for the men who work on the same apparatus all of the time and too difficult for men who are switched around from one job to another. Says there is too much changing around between jobs and no time allowed for such things.

This is something which is almost impossible to take care of on the rates. Up to supervisors to keep it down and spread it equally.

No. 21 F

She says she loses too much time changing around from one job to another. When she has to do 3 or 4 different jobs her percentage is lowered by the change. She gets disgusted trying to keep up. When she is put on other work she is that much behind.

No. 22 F

She does a few boxes and then works on a different type. The whole trouble is having to change from one operation to another. She cannot make her bogey when she has to change from one thing to another, but she likes variety. Is not satisfied and does not expect to be able to get an increase.

No. 23 F

She has not had a raise for three times. Before that she got a 7 cent and a 4 cent increase. She works on different work sometimes every day in the week, and says of course she can't have as high an efficiency, as if she had the same work all the time as other girls do.

Somewhat different and refers to change in operations.

No. 24 F

Has not had a raise for a year and a half because she has been pushed around, which lowered her efficiency. Her former Section Chief explained that this was the reason for it.

Squarely up to Supervisor.

5.224 Poor Distribution of Jobs

No. 25 M

The work isn't properly distributed. My bogey depends on how the other fellows work. If it were a little more stabilized, it would not be so bad. Some days I make only 90 to 95% and some days I make 130%. On days that I make only 90% I charge part of my time to day work, so I make 100% anyway.

He does not say it is not the same with others.

Apparently can fake his time - Reason for Strictness on approvals.

100% Idea Again,

No. 26 M

There is a job in the Section on which the bogey is high and hard to make. They gave me that job for 2 weeks before I went on my vacation and when I came back I had it for three more weeks. When the other fellows get this job they are only on it for a half a day or a day, no longer.

Unfair Distribution. Up to Supervisor.

5.31 Supervisors Attitude.

#27. F

The rate was too high on the job that was transferred. She couldn't possibly make it. She told her gang boss the rate on the job was too high but he just didn't care.

Unsympathetic and careless of morale.

#28. F

She could not get out her bogey on one job. Last week the work was running bad and her percentage went down from 107 to 89. The first of November, her gang boss told her that she had fallen in her bogey. She says it is very hard when she works hard and then is told about her low efficiency in the form of a reprimand.

Supervisor should know about affect of "bad work".

Supervisor is not learning by the training plan.

5.32 "Driving".

#29. F

She is worried all the time for fear she will be told about her efficiency. She says, however, that she has not been reminded of that so much since last Spring and her average efficiency is now 85%. She said all of the girls worry.

Apparently conditions have improved.

#30. F

Almost every morning the Section Chief would stop at her bench and tell her to try to do better than she had done the day before. This made her nervous.

This also may have improved.

#31. M

I have a feeling that the supervisors are never going to be satisfied with a man's output. The first year they seemed to be satisfied with a 100% efficiency, and then they seemed to think that 110% was about right. But I guess now they want about 120%. Where will this end? It seems that there must be a limit to it some day.

100% should be limit compatible with quality.

If quality is lowered it is up to supervisor.

Why drive them? Incentive should be enough.

5.4 Eff. O.K. but not raise.

#32. M

They tell me my efficiency is satisfactory and they do not complain of the quality of work I turn out, but still I have been passed up the last two raises. The first time I was told that times were bad and there weren't many raises being handed out. The last time they said my bogey wasn't high enough.

Looks like there is some other reason not told.

F #33.

The task was very high on a certain job. It has since been lowered by the task people, but this girl worked on that job during the six months period before revision time and therefore did not get a raise. Although this job has since been retimed, that does not help her.

Up to supervisor to see that facts are shown at raise time.

#34. M

At the last revision I was making 120% efficiency while another fellow was making 80%. I was told they could not pay me what I earned because the man making 80% was not earning his rate and I would have to make up the difference. I like the bogey because it places a goal to work for.

I'll leave the comments on that one to you.

#35.

She was very much dissatisfied because at the last revision she did not get an increase. The Section Chief told her she had not been on task long enough. She had been a supervisor 3 months and on Task 3 months.

Up to supervisor to see that facts are used and to sell the decision.

#36.

The bogey is all right but its disappointing if you have made a good bogey and they tell you, you are not in for a raise because you have done so much daywork.

This is in accord with plan.

Sup. should foresee such situations.

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#37. M

This bogey may be all right, but prior to last June, I was off sick 30 days and although my bogey was high, I wasn't given a raise and they said it was because of that sickness, I did not think it was fair.

Either unjust or poor selling.

#38. M

The bogey is all right but it is hard to put a man graded high on anything except high grade jobs. I am graded 112 and I often have to work on 109 jobs. Because I can't make a high enough efficiency for the pay I receive while working on 109 grade work, I am often bawled out.

Needs careful handling by supervisor.

No cause for criticism of man.

CONCLUSIONS FROM INTERVIEWS.

General Conditions.

1. Approval.

2. Fairness not sold.

   Raises not proportioned to Efficiency.

   Many rates not fair.

   Supervisors fail to sell methods.

3. Too hard to make a high efficiency.

4. 100% minimum idea.

5. Quality suffers.

6. Employees suffer for things not their fault.

   Supervisors should see that conditions are favorable.

   Foresight by supervisors.

Not general. Sell the situation.

1. Sup. don't see that employee is satisfied.

2. Full credit not always given.

3. Credits not always correct.

4. Unfair distribution of hard jobs.

5. Some evidence of "driving".

6. Too much changing of rates.

ACTION TO BE TAKEN

Quality Check

Realized tendency created by incentive of T and B.

Realized effect on supervisors under pressure.

Safeguards - C. I. by E. of M,

Sec C.I.

Group Chiefs.

High Oper. Quality.

Finicky standards should drop.

Changing Conditions - New Empl. Oper. and Insp.

Stress of Output.

Harder to make raises by T and B

Reports of Control Inspections.

Statistical Reviews.

Rating Reviews.

Put check on Statistical Basis.

Quality Inspection.

Centralized in 6605.

Uniform Quality Measure

Later affect pay.

BOGEY RETIMING

Bogeys originally temporary.

Time standards indefinite.

Put bogeys on same basis as Tasks.

New organization.

Maintenance of Tasks.

Spot checking of bogeys.

Simplification etc. of Tasks.

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BOGEY RETIMING (CONT'D.)

Investigation of Employees Complaints.

T and B.

Other.

Abandonment of Daily Efficiency.

New Task Standards Scheme.

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WHAT HAVE SUPERVISORS TO DO ABOUT T AND B.

1. Get in position to answer questions correctly.

   intelligently.

   no buck-passing.

   Manual to be given out.

2. See that rates are fair.

3. Keep close enough to empl. to know their feelings.

   Explanations.

   Sell them on doubtful points.

   Maintain morale.

4. See that credits and figures of eff. are right.

5. Keep superiors advised of situations beyond your control.

6. Do not put too much pressure on output.

   Lead not Drive.

   Let incentive take care of output.

   Watch out for quality.

7. Do not forget what employees have already gained.

CONCLUSION

Great advancement.

Output incentive on inspection on large scale.

All have profited.

Next year or two will be real test.

Up to you to make it a success.

Failure now will mean failure for good.

Thing required is intelligent cooperative handling.

Assurance of management behind it.

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M.L.P.
Talk to Tech Br.
12-6-28

Western Electric Company, INCORPORATED

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(1)

I. History of Supervisory Training

Like many other things, organized Supervisory training started out of our experience prior and during our participation in the world war.

Some training of supervisors was in progress before this time, but definitely some training has been done ever since supervisors became a part of business organization.

Real organized training for supervisors however was started during the last years of the war.

Man power was in great demand, Supervision counted as it never had before. The need for good supervising was more evident than ever before.

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An affirmation was made by the
forth and assigned to Fed. Board for
Voc. Ed.

The question was — how to spend
the money to the best advantage
in organizing a training program
for supervisors.

Three types of educational procedure.

Reasons for the conference method.

Work of Allen & Kane at du Pont
plant (Harrison at Phila.)

Almost 100 subjects worked out.

Values in discussion rather than
in conclusion.

Industrial co's started courses - various types.

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Report of U.S. Chamber of Commerce,

1917 – 1 course
1925 – 105 "
1926 – 324 "
1927 – 933 "

June 1926 to June 1927 { Supervisors Trained 30,411
Supervisor hours of Tr. 954,054
Orgs giving Courses 590
All but three states represented,

"Companies doing the most training are the best sold"

2. Supervisory training in W.E.Co,

About 1923 courses in Tel. Sales & Installation
Supervision – Higher rank supervisors,
Instructor – First line "
Part time – 4 or 5 weeks,
Full time – 2 weeks

1926 – Both courses started in Tube,

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Follow up courses in Installation

1926 - Opr. Br started course of Tr
covering work responsibilities.

Budget - Order cards - Expense Orders
Layouts & Blue Prints - etc.

Meetings several weeks apart.

July 1927 - Opr Br course "Personnel Responsibilities"

March 1928 - Started same - other Mfg Dept Brs.

3. Training thru principles and thru practices.

Supervisory Tr has largely been Tr
in principles.

Some practices, of course.

"Relations with Employees" states principles
Work out Example of "Training" (Relations with Employees)

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4. Treasuring Results - Some Conclusions

a. Are we helping supervisors much by discussing principles?

b. How can we find out if this method is of real aid?

c. Can we expect the employee to tell the supervisor whether or not the methods he adopts are effective? Not likely.

5. Efficience from lighting and Rest period data.

a. Operators increased production.
b. Told what they thought they were expected to say.
c. Did more without supervision.
d. Talked freer after 6 mos.

Girls were asked why they liked to work in the test room,

Following are some of their remarks;
(Page 4 from Remarks talk to Div Chief meeting 11-21-28)

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There remarks illustrate the need for the first line supervisor knowing methods as well as principles.

Also it was evident that if we were to aid supervisors in selecting methods we must know what employees liked and disliked.

6. Start of interviewing program.

Decided to interview employees to find likes & dislikes.

We knew they would not tell such things & they felt if these things were reflected back to the Confidential methods in program.

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7. Description of Procedure,

a. Meeting of supervision and explanation of program,

b. Approach of interviewers,

c. Scattering of those interviewed,

d. Conferences of interviewers

e. Scattering of interviews,

f. Taking of notes,

g. Writing up & Classifying interviews,

8. Sample interviews

305126
32318

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8-9. General survey of employee comments.

a. As many likes as dislikes.

b. Most comments are current things although some are carried over from several years ago.

c. More comments about conference than other divisions.

d. Things which employees ~~complain~~ dislike about are not serious.

(Its the little things that count.)

e. Things which employees like are generally trivial.

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9. Use of interviews in conference, illustrate points discussed and conclusions,

10. How results will be summarized

a. Analysis of unfavorable Comments,

b. Summary by heading of both favorable and unfavorable comments.

c. Summary of supervisor points and conclusions reached in group discussion,

d. Illustrate analysis of supervision methods in "selling yourself to your subordinates"

Page 4-5-6 & 7
"Selling yourself to your Subordinates"

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11. Comments from various sources.

Reaction from Supervisors S-13
Interviews W-320-126

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Supervisory Training

OPERATING BRANCH CONFERENCE
HAWTHORNE
February 1929

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SUPERVISORY TRAINING

IN ALMOST any line of endeavor, if you wish to become highly proficient, special training is necessary. This applies to supervisors as well as it does to any of the skilled tradesmen or professional men. With this thought in mind it was decided a year or two ago to establish supervisory conferences for training purposes, and such conferences were established throughout the various organizations at Hawthorne.

Practically all of you who are present have attended these conferences and I believe it is generally agreed that considerable good has been accomplished.

You can, of course, point out certain people who are exceptionally good supervisors who have never had any special supervisory training. I can also point out exceptionally good engineers or men in other professions who have never attended college. It is possible to secure a good education without going to college but it is much more difficult, and it is only the exceptional man who obtains an education by home study. It is possible to be a good supervisor without taking any special training. It is, however, much more difficult, and only a very few have the push and ambition to secure this training through their own efforts.

The supervisory conferences were established to help supervisors obtain a better grasp of their jobs and help them progress in the organization. We feel that these conferences have been of considerable benefit, and with more experience, new ideas, and an exchange of suggestions, we hope to make them still better.

A supervisor's responsibilities can be classified under two general headings, as follows:

I. KNOWLEDGE OF THE WORK.
II. EMPLOYEE RELATIONS.

Class No. I covers the mechanics and routines involved in the supervisors' work and we are very apt to judge a supervisor on the manner in which this part of the work is performed.

Class No. II is probably just as important as No. I and it is particularly on this phase of supervisory training I wish to talk this evening.

In 1924 the officials of the Company published under ten headings the "Company's Employee Relations Policy." You are all probably familiar with this policy but I shall repeat it as it is something we can well afford to have in front of us all the time.

The statement of policy is as follows:

1. To pay all employees adequately for services rendered.
2. To maintain reasonable hours of work and safe working conditions.
3. To provide continuous employment consistent with business conditions.
4. To place employees in the kind of work best suited to their abilities.
5. To help each individual to progress in the Company's service.
6. To aid employees in times of need.
7. To encourage thrift.
8. To co-operate in social, athletic, and other recreational activities.
9. To accord to each employee the right to discuss freely with executives any matters concerning his or her welfare or the Company's interest.
10. To carry on the daily work in a spirit of friendliness.

This is amplified as follows:

"As the Company grows it must be more human—not less so. Discipline, standards and precedents become more necessary with size, but the spirit in which they are administered must be friendly as well as just. Courtesy is as important within the organization as in dealing with outsiders. Inefficiency and indifference cannot be tolerated, but the effort of supervisors must be increasingly directed at building up in every department a loyal and enthusiastic interest in the Company's work."

This is a statement of the position the Company takes on the question involved. Let us first consider who the Company is. As far as I am concerned the Company is the man I work for and I look to him to supervise me in the spirit of these ten points. To the non-supervisory employees in the Operating Branch you are the Company and your relations with the people working for you should be carried on in the spirit of these ten points.

During the early part of last year Mr. Pennock, in connection with some special studies he was making, happened on some conditions which made it appear that this policy was not being administered as well as we should like it.

In considering what steps could be taken to improve conditions he arrived at the conclusion that the first step was to find out in what respects this policy was not being carried out, and then through our supervisory training classes effect a remedy.

I believe I can safely say that in practically all cases the supervisor is endeavoring to follow out the spirit of the "Employee Relations Policy," and if it can be pointed out where he is not following this policy he will make every effort to do so.

The only difficult part, then, is to find out in what respects this policy is not being adhered to.

After careful consideration it was decided as an experiment to interview all employees below the rank of supervisor in the Inspection Branch and ask them what the things were that they objected to in their work and what the things were that they liked. Their honest opinion was wanted on working conditions, their supervisors, or on anything else that affected them. Obviously these interviews could not be made by their supervisors, so it was decided to set up a special group to do the interviewing. These interviews were to be strictly confidential and were not to be used in any way as a check on any individual supervisor.

At the present time all the non-supervising employees in the Inspection Branch have been interviewed and the material obtained has been used in the supervisory training classes. A number of the gang chiefs have also been interviewed and a few of the employees have been interviewed a second time.

If any of you were to read over these interviews I think you would be convinced that in general the opinions given were honest opinions. There were about as many good things said about supervisors as damaging things. Many of the comments were on conditions, which require executive action for correction, and in many cases the employees remarked about the changed attitude of the supervisor within the last few weeks. Comments were received on practically every item covered by the ten statements in the "Company's Policy."

The results of this experiment have been much better than was expected and we believe it is a real step forward in improving Company-Employee relations, as well as a means of training supervisors.

Let us consider for a few minutes Point No. 10 in the "Policy": "To carry on the daily work in a spirit of friendliness."

All of us, during the years we have been employed, have probably worked for a number of supervisors, and most of us, if we reflect for a moment, can recall at least one supervisor for whom it was a pleasure to work. We can also recall others for whom it was not so pleasant to work. I believe you will readily admit that the Company's interests are best served by the man for whom it is a pleasure to work. You will also recall that this man carried on his dealings with you in a "friendly spirit."

Now, I might devote considerable time to explaining what I consider a "friendly spirit," but since I do not have the viewpoint of the man on the bench or machine, I might be entirely wrong. If, however, we have a large number of interviews which give the employees' viewpoints, we are in a position to establish relations on a friendly basis.

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I believe this line of reasoning applies to all ten points. We may think we are doing a hundred per cent job on some of these points but from the non-supervisory employee's viewpoint we may be falling far short of the goal we have established.

If relations between the employee and the supervisor can be improved every one will be benefited. The employee will be more happy on his job, the supervisor's work will go along more smoothly, his advancement will be faster—and with improved morale the Company will be greatly benefited.

As a result of the experiment in the Inspection Branch it has been decided to extend the interviewing plan to the entire Works' organization, and as the first step, to place this plan in effect in the Operating Branch. It is hoped that by next year we will be so organized that each employee can be interviewed once a year. In order that a uniform plan may be set up it has been decided to set up a control organization in the Industrial Relations' Branch which will put the plan into effect. The necessary interviewers, conference leaders, et cetera, will be drawn from the Operating Branch and after the plan is functioning smoothly this unit will be turned back to the Operating Branch Personnel organization.

It is expected that interviewing will be started the latter part of February and the first classes will be held during March. Each supervisor will attend a class lasting about two hours once every two weeks. The classes in supervisory training which we are now conducting will be discontinued. Undoubtedly a number of problems which we cannot now forsee will come up and it will require the help of all of us to find the solution to these problems. I am confident, however, that all you supervisors of the Operating Branch will willingly lend your support.

In conclusion I should like to point out that this plan is a radical step from our previous practices and the cost will be a considerable item. It is being done for the same purpose as our vacation, benefit, and pension plans, A. T. & T. stock purchase plan, and other plans established for the benefit of employees and employee-relations.

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SOLDIERING IN INDUSTRY

The desire for combat, conquest, and adventure has always cast a glamor around the business of soldiering. Since the dawn of human life, men have responded alike to the call of the tom-tom, kettle-drum, fife, or bugle. Savages were chiefs; soldiers were heroes; warriors were saviours. Cost was forgotten.

Coincident with the development of the art of warfare and the mounting cost of such a business have occurred some significant changes in the field of industry. The small business operated by the individual owner has grown into the great corporation, with unlimited life, unlimited scope of operations, and unlimited markets. The industrial worker producing by hand has been replaced by machinery multiplying his output a thousandfold. Small unit production has grown into enormous mass production. The close personal contact between manager-owner and employee has been lost. Now thousands of employees work for a boss they never know and on a product they never see completed. From one viewpoint what we can call the most significant change has been this so-called mechanizing of human effort in industry. The logical, yet unforseen, effect of this change has been to take away some of the great incentives to individual action and achievement. In making man a creature of processes and routine, industry has created a more efficient machine; but it has, in so doing, to some extent smothered the spark of human desire.

These conditions have brought about a situation in industry which is occupying the attention of industrial managers today - the

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problem of maintaining employee interest, of giving employee incentive, and of building organization morale. So, while the nations of today are concerned with cutting down the cost of soldiering in war, the nation's industries are trying to cut down the cost of soldiering in industry, by which I mean the wasted effort, lost time, loafing-on-the job, and human stagnation of the industrial worker.

And that is the problem that we are to consider now. How can we, or any industry, convert the wasted time and effort of our employees into social and economic benefit? How can we make it possible for each employee to want to give the best of his ability instead of the fifty per cent which many are now giving? How can we turn mediocrity of effort into excellency of attainment?

Manifestly in an organization of this size it would be impossible, even if it were desirable, to observe the activities of every employee every minute of the day. Consequently, hundreds of our employees are permitted to leave their desks whenever they see fit; and the problem that now confronts us is what they do while they are away. Is that time spent so that it yields a productive return to the individual and to the company? If so, it is an economy. If not, it is a form of wastefulness that is costing this company thousands of dollars each day. Recently ascertained facts and the common knowledge of us all indicate clearly that many of our employees are unconsciously or deliberately "loafing on the job" and in this way are turning an opportunity for economy and achievement into a holocaust of wastefulness and lost motion.

What the manifestations of this problem are; what the results are; what the causes are; and what possible solutions there may be, are the questions to which I earnestly seek your co-operative attention.

Let us first think for a few minutes about some of the different forms in which this problem is openly apparent. The real magnitude of the problem, while suggested frequently, did not take definite shape until a few weeks ago when we made a rather definite check-up for half a day. We decided to find out just what some of our people were doing while away from their regular place of business. This check was made in Building 23-2. In a space of 4½ hours, over 1,000 people passed through that section. Many of course, were upon legitimate errands of business; some were just taking a jaunt over to see Bill or Mary about something in no way connected with Western Electric activities; others were making trips, the purpose of which could have been accomplished just as effectively by telephone in one-tenth the time; while many others neither knew where they were going nor why, just wandering around looking things over. (That condition isn't confined alone to our plant either; lots of folks spend their whole life that way.) Later observation and conversation with supervisors who are in a better position than I to see this every day, have convinced me that the findings of that experiment are a pretty accurate reflection of general conditions throught the plant. I doubt if there is a supervisor in this plant who has not often

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wondered at little groups of employees congregated at some desk, in the hall or stairways, in the conference rooms, or on the grounds, who, apparently are pleasantly engaged in chatting - that's all, just chatting or gossiping - no business. Or is there any supervisor who has not at various times seen some employees spend a considerable amount of their time visiting, reading, or even sleeping in the toilets? Now, I can find some excuse for a man who reads a few moments while he is in the toilet (depending on what he reads); but I can see very little to recommend the toilets as a place for elevating conversation or as sleeping quarters.

However, I do not want to spend too much time thinking about just the manifestations of this problem. I am sure that we are all pretty well agreed that the problem is with us, and that it has become increasingly serious as we have been forced to expand our plant, our equipment, and our personnel.

Naturally this inefficiency increases the cost of doing business, but the company is not the greatest loser in this game of loafing. The loafer himself is the big loser. From any personal or individual viewpoint he is the goat of his own feeding, and will eventually sicken from his own diet. The time that he alone wastes does not mean much to this company, it is only when that time is multiplied by thousands that the item demands attention. But for his own interest, the time he wastes is worthy of utmost consideration. The company will live indefinitely, whether with or without him; he lives only a few years. The Company's period of producitivity is endless; his is but a few short years of maturity during which time he must build

a sufficient reserve to carry him through the years of non-productivity. What he spends today in honesty and sincerity of effort, in skill and intelligence of application are the premiums which buy him better positions, greater earnings, and greater opportunities, such insurance as a man can truly live to enjoy. While what he wastes today loses him position, reputation, advancement, earning power - and inexorably drives him into that great eddy of ne'er-do-wells who float from job to job bitterly complaining against their lot in life. No, indeed, the employee who foolishly and persistently wastes his time at what he fancies company expense is in reality only throwing a boomerang, which, instead of finding any vulnerable mark only returns and paralyzes the strength of him who threw it.

The individual who loafs is also beginning the growth of a series of negative habits. He wastes half an hour today. That was easy. Tomorrow he can make it an hour. No one will know. Three times a day he takes his rest period of half an hour and still no one knows. "Why should one work when he can 'get by' without it?" he says to himself. Disdain of work, dishonesty of thought, irresponsibility, suspicion, jealousy of others, cynicism, and regret are the treadmill to which he has bound himself. Eventually, he reaches the point where he realizes that he is not earning his pay check. Then his self-confidence and self-respect begin to desert him, and without these two dynamos of human power, any man is but a shell, fragile and all too puny to compete in any race of achievement.

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So I would say that in this problem we are considering, the individual employee suffers far more in the long run than does the company, and that our problem is just as much, perhaps more, one of turning a non-productive and wasteful life into efficient and successful growth as it is to save this company a few thousand dollars.

Now let us stop a moment and consider. Yes, there is one other item which should be mentioned here in a discussion of the consequences of this situation, and that is its indirect effects.

It would seem to me that a lazy, loafing, or loitering employee is a decidedly bad influence upon his associate. I am sure that there are many, many times when an employee who is desirous of loafing a few minutes, or longer, feels that he can do so successfully only when he has companionship, or, as our detective writers would say, an accessory to the fact. In such a frame of mind he calls upon some friend to assist him in the ceremony, with the result that instead of one drone, we now have two. An entirely willing worker has been enticed, or at least has had his attention quite distracted. Others see the loafer apparently getting by with his strategy and many weaker-minded brethren are tempted to imitate him. Enthusiasm is contagious all right; but so is <u>indolence</u>. One rotten apple can spoil a barrel full just as easily as a single burning ember can set an entire forest ablaze. We cannot avoid the fact, either, that in our endeavor to acclimate the thousands of new workers who have been pouring into our gates, much of their

future value to the company will depend upon their impressions of the first few weeks. If we allow a condition to exist which would lead the new employees to believe that everybody loafs around here but the supervisors, then we have allowed ourselves to destroy an asset of greatest potential value. These are just a few of the indirect influences we must consider if we are to estimate at all the consequences of our problem.

But now let us give our attention for awhile to some of the factors that would tend to cause a situation like this, and then we shall be in a better position to suggest some solutions to the problem.

First among such factors I would list the feeling of detachment. By that, I mean the feeling which inevitably comes over a person when he is engaged day after day in performing a simple little operation, which like thousands of other operations is far removed from the ultimate product. The feeling that he is just a cog in a big machine; that his work is so trivial as to be lost sight of entirely before it reaches the light of day; that nobody sees him or the work he does. A group of soldiers on heavy artillery duty develop this feeling. Far behind the lines they stand, loading and firing; their range, their location, their time of firing determined on charts. They never see what they are shooting at; they never see what they hit. And not until the balloon observer comes along with his maps and his photographs are their interests fused and their common objective

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in the great drama of war made plain.

And this is the case with many employees in such an enormous organization as this. They are in the midst of a maze of perplexing detail. Thousands of other individuals swarming over acres of plant space, handling millions of manufactured units in a mad scramble for mass production. Is it any wonder that they feel lost? Is it surprising that they feel alone, unimportant, and unnoticed?

Another factor that tends to create such a problem is the complexity of plant arrangement and organization. Our plant is so arranged that most of the office workers and other non-productive help are thrown together in large rooms and expected to do the best they can in the midst of noise and confusion. This not only gives ample opportunity for visiting or shirking, but also adds to the difficulty of concentration over any period of time. Because of the functional nature of our organization, intercommunication and checking up between departments and branches is necessary. So much so sometimes, figuratively speaking, that three or four departments may have to be called on to O.K. such a trivial operation as moving a desk or inserting a screw. Employees going on such business from one department to another often have to pass through a maze of aisles, stairways, bridges, and buildings, each with its concomitant opportunity for waste of time.

Allied with this factor is that of rapidity of growth. It is as difficult for a complex organization like this to properly place,

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supervise, and assimilate a heavy increase in personnel as it is for the human body to digest a big Thanksgiving dinner. There are usually too many side dishes that have to be sampled. In our efforts here to carry on even in excess of maximum production, we have been forced to add to our working force nearly 18,000 people since May, 1928. Think what a huge task it is to absorb these new helpers into Western Electric methods, ideals, and working spirit. It is a particularly heavy supervisory responsibility to see that this task is accomplished with a minimum of friction and lost time. Each new employee is setting out upon a new highway, flanked on either side by innumerable side-paths and blind alleys. If he is to make any progress, he must be guided by someone who is in a position to represent the Company to him, and someone who is in close daily contact with him. There is no one but the supervisor, whether he be group chief, foreman, or superintendent. And where he now has two or three employees to supervise instead of the one he formerly had, it is small wonder that his supervisory problems increase proportionately, and that some of his help many times have to find their own way.

Now these conditions which I have just mentioned as being important causative factors in our problem, are all physical in their nature. There are others which are more human and psychological in their nature, yet just as fundamental as if we are to understand the problem correctly. Here is an employee who kills time. But why? If we want a true answer we must first analyze him as an individual.

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What are his thoughts? His attitude? His desires? His problems? There are many things which might enter into his personal life, quite unrelated from ordinary plant conditions, which would cause him to kill time at every occasion. He might be sick. No one feels like working when he is sick. Home conditions, financial worries, or outside interests may weigh heavily on him. Perhaps he feels that he hasn't sufficient incentive in the way of salary, opportunity or position to warrant him in the giving of his best efforts. Perhaps he has been placed on the wrong job and feels that he is "a square peg in a round hole," spending half his time thinking what he would do if he had the job he wanted.

"Why Men Fail" is the title of a book written by one of our leading psychologists, the material for which is based on actual clinical studies. The leading cause of failure as indicated in these studies could just as well be applied to our problem here of "Why Men Loaf." "Psychosis" was the psychological term applied to it. I call it "twisted thinking" or "imaginary fears." One illustration as given was that of a rather promising minor executive in a large corporation who suddenly became afflicted with the fear that he was no longer wanted by the company; that he was losing his punch; and that the details of his job were piling up on him in such hopeless confusion that he would never be able to "get out from under." One day while he was sitting at his desk brooding over his plight, his secretary told him that the board of directors, then in session, had

called for him and sought his presence. Instead of going before the directors, he hurried out of the office, went directly home and hanged himself. His superiors had called him for the purpose of announcing his new promotion and increase in salary, while he had been driven to his own destruction by his imaginary fears of incompetence and expected censuring.

An employee who bears a grudge; is jealous, envious, or thinks that he has been mistreated and that the "boss has it in for him"; or one who fears for his health, his job, and a hundred other things, is sure to become a loafer, spending much of his time brooding and worrying over things which exist solely in his imagination. Desires and ambitions that are unnecessarily frustrated or repressed beyond a certain point will produce the same mental and physical reactions.

Mr. A. S. Donaldson, Assistant General Manager, R. H. Macy & Company, writing in "Industrial Psychology," says: "Our Division of Psychiatry from a study of many individuals on many jobs has come to the conclusion that the failures in life and at work are not merely the results of poor intelligence and lack of ability. They are more often the result of faulty habits and attitudes, misdirected energies, complexes, anxieties, fears, and hatreds, irrational thinking, violent prejudices, pessimistic moods, and dissatisfactions."

The other human factor entering as a rule in this problem is the supervisor himself. One of the first things that an executive should do if he finds that some of his employees are killing time,

is to stop and take stock of his own supervisory methods. You may be sure that if he has not laid out each employee's work so that he knows exactly what he is to do and what his responsibilities are, that employee will be working in a fog, which means delay. He may be sure that if he does not take into account the individual capacity and ability of each employee as he assigns them to their tasks, that some will complete their work and have time to spare (or loaf) while others will accomplish only half the job. He may be sure, too, if he treats them unfairly, dishonestly, or with disdain, that they will treat their work the same way.

Men work best and most joyfully at a job in which they are interested and which they can do most effectively. Consequently a supervisor will be laying down a highly effective barrage against soldiering on the job if he deliberately studies his men and puts them on that particular job to which they are best fitted by ability, training, taste, temperament, and capacity. I realize that this is not always possible, but a maximum effort in that direction will certainly yield good dividends in ease of supervision.

Constant and vigilant surveillance is not a price an executive should pay to get good results from his people. Whatever truth there may be in the old saying, "When the cat's away the mice will play," is a truth only because each contestant in this battle of life and death spends so much time in watching the other that neither has any time left to do anything else. Through the efforts

of our research department in their test room studies, we are now able to state on an accurate scientific basis the fact that correct and understanding supervision is a greater aid to production than constant surveillance.

Now I have written rather at length upon the results and causes of this situation only because I feel it a necessary preliminary to any thoughts of solution. I am sure you will agree with me that any one of us would be foolish to allow a doctor to operate upon us for appendicitis without first making an accurate diagnosis to be sure we really had appendicitis and not heartburn or inflammatory rheumatism. But now that we have analyzed our case this far and determined what some of the symptoms, results, and causes are, what are we going to do about it? Are we going to perform immediately a major operation, or shall we try some method of treatment? Dare we hope that this condition will pass without attention and remedial action of some sort? Or if we are to attempt treatment, what kind of treatment shall we adopt?

I think we should start with a common admission that fundamentally our problem is to build such a fine spirit - or high morale if we must use that word again - among our employees as to counterbalance the effect of such physical or plant conditions as we cannot change, and that, likewise fundamentally, it must be done by the executive and supervisory forces of this company. Very well, then, what shall be our first step?

Perhaps, the easiest thing to do, and that which many would think of first, is to issue a general order to stop all this horse-play and loafing and leave it to each supervisor to enforce. But would that secure the results which we want? Remember that we don't wish to tie every employee down to his post every minute of the day. What we want is to know that the time he spends away from his post is time spent profitably both for himself and the Company. Suppose we had any employee of this Company standing here before us now. Let us look at him a moment to see what it is that makes him work. A rather peculiar machine, this. A regular dynamo of potential power. How can we start it? There's no crank to twist. No timer to adjust. No spark plugs to clean. No place to turn on current. Nothing that we can hammer. Then suddenly we understand. Why, we can't make this machine work. It is a self-starter, energizing itself, turning the current on and off at will. But, you say, something must make it work; it must get its power from somewhere. You are right. Something does make it work; but nothing that we can pull or push. That thing works for the same reasons that you and I work - not because somebody orders us to - but because deep down inside of it there is a bundle of instincts and desires as old as life itself that constantly urge it, saying: "Work that you may live; to stop means decay. Loved ones at home; work for them. Win this fight, in victory there is strength and power. Build - build that you may live eternally in a house far stronger and more beautiful than these mortal houses

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of brick and clay." That is what makes this machine work. And power? Yes, it does get its power from somewhere; but that source of power is from within. And we can never supply it, although we can tap it if we will.

Did you ever stop to think that the most powerful forces in life are the forces that spring from within? Throughout the realm of nature it is true - from the tiny seed out of which comes some mysterious force that pushes its way through every obstacle up and out of the darkness into light to the roaring volcano which seems to gather its force from the bowels of the earth. Throughout the realm of science it is true - from the magnetic force that springs from the tiniest atom to the combustive force of the gas engines that drove the majestic Graf Zeppelin around the world. And it's just as true in the field of human relations. This man, that was a machine, who stands before us now will gain his greatest effectiveness in life as well as in this Company only when he is led or permitted to energize himself and not from the application of any external force.

Our job then as supervisors of help is more to study each employee and his work, and figure how best we can train him to direct his own energies than it is to try to force him merely because we happen to be in a position of authority.

A second consideration in the solution of this problem is that of incentives. An employee may be expected to "soldier" on

the job if he has no incentive to work. As we have already seen, most of these incentives spring from within. Yet there are certain very strong incentives upon which the Company through its supervisors has a direct effect. There is the fundamental incentive of wages, the accepted financial measure of value. Every man wants to feel that he has received what he is worth. A most vital consideration in this problem as well as the whole problem of industrial relations is that of paying each employee adequate wages, not just enough to maintain himself and family in suitable living conditions, but enough in addition to withstand the ordinary vicissitudes of life and at the same time enable him to build a reserve for his non-productive years. The ancient formula that labor is a commodity to be purchased at a price just a little above the subsistence level has been relegated to the scrap heap. The enlightened industries of today proclaim and practice the economic wisdom of giving the highest wage that the business can honestly afford. Our problem then as managers of men is to study and determine how best we can reconcile this instinctive demand of labor with the economic requirements of industry and the adjustment of opportunity to merit. Our responsibility is to find out if there is any man under our direct supervision whose merit actually deserves more recognition through application of wage incentive.

The incentive of promotion is likewise a strong factor in the individual's progress and use of time. It is also under the direct control of the supervisor, and is closely allied to the wage incentive. A good manager of men is known not so much by the number of good men he

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keeps as by the number of good men he trains and promotes to positions of greater responsibility. The instinctive desire of every man is to grow, to develop into something better, to assume new responsibilities, to acquire new power and position. And the executive who recognizes this instinct and intelligently plans to develop it and give it opportunity for expression has already curbed a great cause of waste, and is converting idleness into effort for achievement.

But if neither of these incentives can be used in any particular case with wisdom and with fairness, there is still a third which has its source in the hands of the supervisor. This is the incentive of recognition. All of us like to feel that we have done a good job. And we like to know that someone else feels the same way about it too. From no one does that word of appreciation or recognition mean so much as it does from the man or woman for whom we performed the task. It somehow sets a glow which seems to fire our boilers for a new burst of speed.

Just a step removed from the incentives we have considered are various forms of supervisory stimulation which have a direct relationship to our problem. Each employee is a sort of barometer reflecting the atmospheric conditions of his superior, and reacting in kind. If the superior's stimulating influences are to be positive and effective he must make a study of them and their application just as he does in applying the theory of magnetism to the field of electricity and telephony. We have only time to mention briefly a few of these thoughts which occupy a much more prominent place in the general science of industrial relations.

We shall first mention Self-expression and Constructiveness. As a basic principle of human endeavor we can say that the degree of satisfaction and contentment any person gets out of his work depends upon the extent to which he is allowed an opportinuty for self-expression. We have been all too prone to believe that only those people who entered the artistic, musical, or literary careers had any desire for self-expression, and that they entered the industrial world only because they had no desire for self-expression, or because they were willing to sublimate it to the demands of industrial standardization and mass production. But in this race for the mechanization of processes we now see that we have been utterly unable to subdue or mechanize this natural human instinct, and in our efforts to do so we have only served to widen the gulf that already existed between those who managed and those who were managed. We are now learning the necessity of retrenchment in this direction, and still have much to learn. We are now learning that each individual, no matter what his color, education, skill, or job gets a genuine thrill out of leaving some impress of his own individuality or self upon the work he chooses to perform. And it is the thrill that makes of life a pleasure, but which when denied makes life a dull, drab, monotonous routine. It is through such denial as this that so many industrial workers become mere lifeless automatons, driven only by necessity and the lash of the driver's whip, and ceasing their efforts whenever such stimulation

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is turned into another direction. But my earnest conviction is that the very foundation of good supervisorship is not the determination of how much work you can force a man to do or of how much time you can force him to stay on the job, but is a determination of how best he can work with a maximum of zest and spirit and pride of accomplishment, and of how you can make it possible for him to find some way of expressing his own thought, personality, or ideas in the performance of the task to which he is assigned.

Every man is potentially a builder or a creator, from the time he curled his pink baby toes on the floor and built his first house of blocks to the day when his sun sinks eternal into night. He loves to construct, to create, to see the product of his own hands. Witness the working man who goes home after a hard day and retires eagerly to his basement and until far in the night pours laboriously but joyously over some machine which he has devised. Or another who hungrily reaches for his violin and begins to finger a recital of his unfulfilled dreams. Or yet another who works early and late to build a sled for sonny or a flower bed for mother. What would you give to have that interest placed in your work? Why industry would be rejuvenated and loafing banished forever if we could only assign to each employee a task which would enable him to satisfy his creative or constructive sense.

A third method which every supervisor can use to stimulate the activity of his workers and abolish loafing is that of <u>justice</u>, a common thought, much abused, and often forgotten. Its importance

in our cause, however, must not be forgotten, for, as I remarked awhile ago, each employee is a barometer reflecting the treatment of his superior and reacting in a like manner. The manager of men who lays out work unfairly, who decides questions with prejudice, or who makes snap judgments without considering all factors may be sure that some of his workers will treat their job the same way. Human beings the world over may be counted upon to respond regularly to the right kind of appeal as expressed by leadership. And what is leadership? The mooted question. I can do no better than quote again from Mr. Hoph: "Crudely speaking, leadership is that quality which makes men want to work for the person who displays it and place themselves unreservedly under his control and guidance. It is based on confidence and calls forth a species of blind faith in the leader and complete submergence of the will of the individual."

These are some of the stimulating forces which we must count upon the aid in solving our problem. They are creative influences, animating the human mind. They are the psychological forces in human life that emanate from men of leadership and are as powerful in their field as sound waves are in the field of telephone communication.

Another factor in helping us to solve this problem lies in the principle of freedom as contrasted with routine. I mentioned this in the earlier part of my discussion when I suggested that over-supervision or too constant surveillance was often the case of employees' shirking. Freedom is a priceless heritage, which we all crave, think

we possess, yet never achieve. It finds its lowest levels in those who are unfortunate enough to have to work at jobs of dull routine where there is never any change in action, thought, judgment, or control. Higher in the scale we find men chafing under its denial who find their thoughts, actions, or creative ideas stifled under the weight of organization routine and inflexibility of practice. Such a condition does not call forth the best efforts of men, and as supervisors it would be well for us to remember two things: First, that men are more effective in action and in their ability to carry out plans effectively with a minimum of cramping restrictions and obstacles, both from the standpoint of organization routine, and supervisory direction. Second, that men are more effective in carrying out plans if they are permitted to change the course of events occasionally and experience variety in methods of procedure.

You may be feeling by this time that I am attempting to place a too heavy, even impossible, burden upon the already heavily laden shoulders of our supervisors. That may seem so; yet whatever method of approach to this problem we may choose, whether it be by the direct enforcement of rigid discipline or by the more indirect methods I have suggested, we must agree that it is a supervisory problem and would have to be placed under supervisory administration. I am convinced that while the latter course may require more thought and less action on the part of supervisors during its early stages, in the long run it will be much easier of application, and much more productive of

results. I am also convinced that whatever way we look at this problem, it is inextricably interwoven with the regular responsibilities of a supervisor's job, and instead of a new responsibility is merely the resumption of a more or less neglected one.

The nature of this problem demands that each supervisor check closely into his methods of supervision; that he make such a study of his individual employees as will enable him to determine when any one of them has ceased to be a soldier of progress and achievement and has become a soldier of waste; that he then determine which, among the factors we have discussed has contributed to the cause; and that, knowing the cause, he will then be in a better position to apply the proper method of treatment.

The whole problem that we are discussing is an inseparable part of the general tone, or esprit de corps, of our organization. To the extent that we can increase the latter, we will diminish the problem. When this spirit is raised to a sufficiently high level, the firebrand of wastefulness cannot function. Such a spirit is one of our most valuable assets, and to create and maintain it calls for a degree of supervisory and executive character that radiates understanding, justice, sympathy, wisdom in discipline, and integrity in all things. To be of greatest value this spirit cannot be the possession of one man alone; it must be shared and reflected by all. It must not be imprisoned within the factory walls or limited to working hours. It thrives best in the sunshine of the outer air,

the friendly nod, the smile of encouragement; in the homes of men after the whistle blows; in their recreations, their domestic surroundings, and in their private thought. It is a builder of industrial and personal health and contentment, and a recognition of it, together with a determination to cultivate it, will surely go far toward the solution of our problem and toward the attainment of that happy goal when soldiering in industry, like soldiering in war, shall have become a lost science, and the misery, extravagance, and folly of them both converted into an era of peace where the shadows of fear and baffling drudgery shall have been banished from the human soul..

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A Plan For
Improving Employee Relations

Western Electric Company.
INCORPORATED
HAWTHORNE WORKS
December, 1929

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A PLAN FOR IMPROVING EMPLOYEE RELATIONS

TONIGHT we are going to discuss a new plan for improving employee relations which has been tried out by the Company and found so successful that we have decided to put it into operation in our branch.

The thought of improving employee relations does not imply that our present relations are not good. On the other hand, I feel perfectly justified in saying to you men and women who are supervising other employees that the general industrial relations program in the Company, largely due to the efforts of all of our supervisors, is thought by other industrial managements to be very near perfection as we know it today. This new plan for improving relations with employees is a means of reaching even greater heights in this respect.

The way in which the plan works is illustrated in principle by a story in Greek Mythology. The story is that of a Greek painter who finished a painting and placed it in front of his shop so that it might be viewed by all those who passed by. The painter secluded himself behind the painting so that he might hear the comments that were made. One of the first persons who stopped to admire the work made some comments about one of the sandals on one of the figures in the painting, and the painter, peering forth from his hiding place, noted that the criticism came from the village cobbler. The painter thereupon investigated and found that the comment was justified, and made the necessary correction in his painting.

There are two points in this story that are important. First, the cobbler spoke honestly to one of his fellow onlookers when he probably would not have done so direct to the painter for fear of hurting his feelings. Second, even though the painting was near perfection the painter still had something to learn from others who were qualified to comment upon his work.

So far this new plan which we are to discuss has been used only in the Inspection and Operating Branches, and most of you, no doubt, are familiar with its provisions. It is called "A Plan for Improving Employee Relations on the Basis of Data Obtained from Employees", and it has been found that just as the Greek painter learned something from the comments he received about his painting, the Company and we, as supervisors, have much to learn from the comments made by employees.

In order to centralize the work of this plan an organization has been set up in the Industrial Relations Branch and is known as the Industrial Research Division.

The plan at present has three phases.

1. Employees are approached by members of the Industrial Research Division and asked to express themselves about the things they like and the things they dislike relative to their job, to the conditions under which they work, and to the way in which they are treated.

2. These comments received from employees are used as a basis for the training of supervisors in the handling of people.

3. The comments of employees are analyzed and classified by subjects so that studies may be made and the causes of unfavorable comments adjusted.

Before describing more fully these phases of the plan, let me trace briefly the course of its development.

In 1924, a study was made to determine the effect of lighting on production. Lighting did not prove to be an important factor but this study stimulated a desire to find out what the other factors were in the general effectiveness of employees and in 1927 a test room was set aside with some relay assembly operators for this purpose.

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It will not be possible for me even to mention all of the findings from this study but there was one finding which was very interesting and seemed worthy of more intensive study.

This finding came from the records in the test room which revealed that no matter what changes were made in the features studied, the productivity of the operators and their general attitude constantly improved. A study of this simultaneous improvement indicated that production was increasing largely because of better morale, and consideration of these observations seemed to indicate that a double gain might be made if some way could be found of applying these results to the other organizations in the Plant. It was thought that the employees would benefit through improved attitude and the Company would benefit accordingly.

The question of morale was given considerable thought with the idea in mind of finding some way in which the general attitude of employees in the Plant could be even further improved. Some questions were asked: "What is 'morale' anyway? What are the factors governing morale? What should the supervisors do to establish better morale? How can the Company obtain better morale through improved policies? Just what is the present morale of employees?"

To all these questions there was one answer, "We don't know." The management had an idea as to the meaning of morale; an idea as to what factors govern morale; an idea about correct supervisory technique; but the admission had to be made that we had only ideas and not facts.

In the test room it had been found that some things heretofore considered relatively unimportant in dealing with employees were of real significance in molding their attitude and morale. Some study of the test room experience and findings indicated that we had considerable to learn about the things which affect the feelings of employees. It was found, too, that although we might have good employee relations policies there was still much to be desired in their application by the Company. All of these considerations suggested this thought—Why not gather some facts by approaching employees and asking them to express their comments relative to the things they like and the things they dislike in their working environment?

It was decided to try this experimentally in the Inspection Branch, which contained about 1,600 employees, divided between skilled and unskilled, with both shop and office workers represented. All of these employees were to be interviewed so that a fair sample would be obtained of the things people in all types of work like and dislike.

Careful plans were prepared, and all of the supervisors in the branch were called together to discuss the way in which this experiment should be handled. Discussion and criticism was invited. Generally, they subscribed to the plan. A few, however, were doubtful.

Five interviewers were selected from the supervisory group to secure comments from employees. Women were selected to interview women and men to interview men. The interviewers were instructed not to interview employees whom they knew, since acquaintanceship might influence the comments. All comments were to be kept confidential in all respects; names or reference numbers were not to be attached to the interviews; and any identifying statements which might reveal the employee or his supervisor or his location were not to be recorded. In order to avoid interfering with the work, only a few employees in any one location were interviewed on the same day.

When the employee was asked to comment, he was assured that he was invited and not ordered to express himself; for it was felt that voluntary comments would be the most reliable.

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Following these general plans, the interviewing of Inspection Branch employees was started in September, 1928, and completed early in 1929.

The procedure of the interviewer was as follows:

He approached the supervisor of a group and asked for an employee to interview. An employee was assigned and usually introduced to him. If the employee's place of work afforded a chance for confidential conversation, he talked with the interviewer there; if not, they moved to some adjacent location. The interviewer explained the program to the employee in some detail and asked him if he cared to contribute his comments. As the latter talked the interviewer made rather complete notes or took his comments verbatim, depending upon the speed with which the employee formulated and expressed his thoughts.

Several things were evident in the program right from the start. The majority of employees seemed to enjoy a chance to express themselves. They talked freely and offered many valuable comments. There were a few of course, who hesitated to tell what they liked and disliked for fear of some consequence but even these employees made some comments of value.

When only a few hundred comments had been received it was clear that this was going to enlarge our knowledge greatly on the right and wrong methods in employee relations, in supervision, and in the application of company policies. One of the early items of more than usual interest was that some of the supervisors became very enthusiastic about the plan and asked that they themselves be interviewed.

It was expected, of course, that something would come out of the interviews which could be used for better supervisory training, as well as other information and data which would allow the management to improve working conditions, etc. It was very quickly found, through several trial conferences with Inspection Branch supervisors, that the interviews themselves, without alteration, served as excellent discussion material. One or two employee interviews served adequately for a two-hour meeting, and the supervisors expressed the thought that they secured a real benefit from these meetings which they had not secured from other supervisory training plans, because the direct comments of employees furnished a very practical approach to supervisory problems and at the same time furnished a sound basis for improving supervisory methods.

This experimental plan was so successful in the Inspection Branch that it was decided to extend it to the Operating Branch. This was done in the early part of this year and at present about 12,000 employees have been interviewed. Plans are now under way for extending the program to other branches at Hawthorne in 1930.

I think you will be interested in hearing some of the comments made by supervisors in the Inspection and Operating Branches about the program and the way in which it effects them in dealing with their employees. All these comments are unsolicited and are representative of many that have been received:

"I wish they had started this interviewing program when I was first made a Gang Boss as I sure am getting a lot of good out of the conferences. There are so many points brought out about supervision that I never thought of."

"Gee, my supervisors sure are getting a kick out of these conferences. This morning one of the men came to me and asked if he could attend a second conference on the same subject, because he enjoyed the first one so much that he felt sure he would get enough out of the second one to pay for his time."

"I really believe you are helping some of these hard-boiled Foremen and Gang Bosses. You know after they come back from a conference they start thinking it over and I believe it begins to soak in. They begin to realize what may happen in the future for your work is just new as yet."

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"I like the supervisors' conferences very much. You see, I am getting to find out lots of things that I was doing before, and which I know now were wrong. I did not do those things because I meant to, but I guess I just never thought about them. Now that some of these things have been called to my attention in the supervisors' conferences, I am sure doing things different."

"Did you go to the last conference we had? Say, they are getting to be good. You know, I am getting a lot of help from them. I am learning to see the operator's viewpoint of things, and I really believe I am learning to do my job much better by attending those conferences."

"Any supervisor that says he doesn't derive any benefit from the training school conferences in my estimation isn't worthy of his classification."

I think you will also be interested in some of the comments which have been received from employees. These were also unsolicited and are representative:

"I have heard the other operators who had been interviewed ahead of me talking about this plan of having someone come around and letting the operators tell about the way they get started. I would never think of going up to the office with the things I've told you, because I know I would be found out and this way I know that the Company is going to find out how many people are dissatisfied and why. I have a hunch that this man I had so much to say about is getting cold feet already, because he just hates to see the operators who are not his friends get called up to be interviewed for fear that he will be talked about, and every time one of us does get called, he gives us a dirty look, as if to try and scare us."

"I think this idea of interviewing us is a mighty good thing. It should have been started years ago; you should come around often. The men do a lot of talking amongst themselves about what they think is right or wrong, and sometimes it gets back to the boss; then there is h--- to pay. We need somebody like you to talk to about these things, so we won't have to kick to each other and get in bad by it."

"I believe the Company is doing more for the employees now than they ever did. This is the first time I ever heard of the Company sending men around to interview the help. They never took that much interest in them before."

"I think it is mighty fine of the Company to send you fellows around to talk to us. It isn't very often that I get a chance to talk to a cultured gentleman like you."

"I feel much better since I have been talking to you. I thank you for being so kind to me. I wish you would stop and talk to me some time when you are in the department."

"This is the first time that anyone ever interviewed the employees. It is a good idea, because otherwise you would hold a grudge against your supervisor. It seems that if you tell your troubles to someone, it is easier to keep them out of your mind."

"I have noticed quite a change around here in the last three or four months. The bosses have changed their attitude. They are not so bossy as they used to be."

"It seems like since the interviewing program has been going on the bosses are co-operating with the help and mixing up with them, and I hope that what I have told you will be of some help to the Company because I can see not that they are trying to get around and find out how the employees feel about things so that they can make improvements and make everybody more satisfied."

"The Foreman has changed down here within the last two months. He wouldn't listen to us or let us voice our opinions before, but now he is quite willing to listen to anything we have to say. I see him smile once in a while and this is rather unusual."

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And one employee who was approached by the interviewer said, "I don't know about this interviewing, but I'll speak to my wife about it tonight, and let you know in the morning."

In conclusion let me summarize the values which are seen in this plan after its trial in the Inspection and Operating Branches.

1. The interviewing of employees has had very desirable effects upon the employees themselves. Those interviewed have had a chance to fully express themselves and clear their minds of burdensome thoughts. As evidence of this, supervisors have commented in some cases that such employees were easier to supervise; and employees themselves have expressed their better feeling after such a hearing as the interview affords. In addition, there is some feeling that the program improves the employee's morale; because he has been re-assured that the management wants to better his surroundings, and because he is important enough to have his opinion sought.

2. The Company received information and data from employees which has not otherwise been received and which serves as a basis for study and improvement in plant conditions and employee relations policies. Greater progress in knowledge about employee relations has been made in this brief period than in all the previous years the Company has been in business. In addition, the management is getting from an analysis of the interviews invaluable and first hand information as to the effect on employees of all of our personnel activities, such as the thrift plans, pension and sick benefit plans, athletic activities, and vacations.

3. The supervisory training made possible through the comments of employees is far superior to any program we have previously had. It is most interesting to supervisors because the employee's comments are critically made; and, for all the supervisor knows, he may be the subject of the employee's expression. It has never before been possible for an employee to criticise his supervisor even justifiably without some ill feeling, but under this plan he may comment freely, and not only do his own, but other supervisors, benefit. Even the supervisors are enthusiastic and see considerable value in this phase of their training. This indirect method of getting employees' complaints back to the supervisor through the conference groups is far superior in its result to the old method of direct accusation and argument.

5. The comments from employees have convinced us that the relations between the first line supervisor and the individual employee have more effect on the attitude, morale, general happiness, and efficiency of employees than any other single factor.

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OUTLINE OF MR. PUTNAM'S TALK TO INSPECTION BRANCH SUPERVISORS FEBRUARY 12, 1930 ON "AN EMPLOYEE RELATIONS RESEARCH STUDY"

1. Many new supervisors.
2. Have had many expansions and changes in program we did not anticipate in the beginning.
3. Edison and engineers have definite objectives in their research projects.
4. General Motors' engineers sought and found ethyl solution to prevent knock in gas engine.
5. Examples of end which is known in advance - Ours is Exploratory Research. Example: Bumblebee expert who is trying to find all he can about bumblebees.
6. In our work, we are seeking the correct way of supervisory technique.
7. Inspection Branch gaining fame because of requests for information on program. Have been received from all over U.S.
8. Mr. G. A. Pennock and I gave a talk before the Industrial ~~Relations~~ Research Federation at New York.
9. Mr. G. A. Pennock will speak to Business Problems Association at Philadelphia this month.
10. Dr. Mayo sent copies of New York talks to friends in Europe.
11. Chart indicates changes, why made, and probable direction.
12. Let us follow through various steps:
    1924 - National Illumination Association asked for group to study illumination - Net result = 0
    Led to desire to study other factors.
    Girls on relay assembly - able to work in light = to moonlight.
13. Led to 3 test room set up - Still functioning.
14. Study started with six questions and these led to many others.
15. Outlined rest period results.
    Production - Led to better mental attitude.
16. Led to 7 - Up to here story old for some - new for many.
17. 8 in Inspection Branch - September 1928. Had three goals 9 Asked questions.
18. Began to notice more in interview than interviewer asked. Began to feel that questions did not bring out kind of things employee wanted to talk about. Led to 11
19. Found employee talked about things he was really thinking about. Religion, home, workshop, etc.
20. Where employee talked about home, etc. - things on job probably O.K.
21. Led to 13 - Man in Operating Branch who returned to supervisor and apologized for things said in interview. Girl who said, "No vegetables" at restaurant thanked for change before interview was typed up.
22. Experience of release - we all have seen correction of exaggerated statements.

23. We write memoranda and destroy - So employees get real benefits 10
24. This new type interviewing led to more valid data.
    Questions - things interviewer interested
    Listening - things employee interested
25. Arrive at three definite objectives 6 9 13
26. These three lead to 14
27. Know we are receiving value from consideration of few comments in conferences.
28. Beginning to see need for individual consideration;
    Story of Zuppke (Grange
    (Britten
29. We in research work are trying to put answers in usable form for supervisors.
30. Ideas, etc. of supervisors greatest help - Bringing them up to date in this talk so you can continue to add to and help us.
31. Let's look at things employees talk about (Read list)
    Subjects and substance -
    1. Safety and Health
    2. Welfare
    3. Working space, etc.
32. When we get all data organized will lead to many things under 9

Questions after talk

1. Any improvement noted in supervision, etc.?
2. Will employees be interviewed on any specific schedule?
3. Comment: Companionship idea O.K. if supervisor had time.
4. Is plan to have interviewer give supervisor picture of his individual employees - Any way to get story back to supervisor? (Only idea as yet)
   Outlined idea of individual counseling.

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January 24, 1930.

MR. M. L. PUTNAM - 6088:

Subject: Manufacturing Planning Branch
Meeting to be Held January 30, 1930.

The Manufacturing Planning Branch Meeting will be held Thursday, January 30. Talks on the following topics will be given by the speakers shown below. A brief digest of the papers is given you in advance so that you will be prepared to enter the general discussion at the meeting.

1. A New Plan for Improving Employee Relations.

M. L. Putnam.

The plan includes:

1.1 A Program of Laboratory Experimentation.

There are at present two laboratory groups being studied, and an attempt is being made to determine the relative importance of all factors influencing the effectiveness of employees.

1.2 A Study of Factors in Mental Attitude.

All employees in the Inspection and Operating Branches have been interviewed to determine the factors in mental attitude. The program is to be extended to include all the employees in the other branches of the Works Organization.

1.3 Supervisors' Training on a New Basis. Supervisors in the Operating and Inspection Branches are now discussing in conference the comments of employees received by the interviewers. In this way, they are developing supervisory technique through seeing themselves as they are seen by their subordinates.

1.4 The Study and Correction of Job Conditions, Working Conditions, and Industrial Relation Policies. All comments of employees are analyzed and studied so that correction of the causes of unfavorable comments may be made.

2. Problems Resulting from the Rapid Increase in the Number of People in the Branch.

R. B. Knoth.

2.1 A comparison will be made between the number of new and old employees, showing the comparatively large number of new employees.

2.2 The question of what should be done to increase the efficiency of these new employees will be discussed.

2.3 Proper Placing and Training of These New Employees.

UNIVERSITY OF WISCONSIN - MILWAUKEE

Dinner will be served promptly at 5:30 at the Company Restaurant, after which the meeting will be held in Conference Room 506.

G. A. LANDRY - 6470.

SON-6480-AP

Memorandum to:
Division Chiefs
Department Chiefs in the Manufacturing Planning Branch.

Copy to:
A. C. Jones - 6471
O. Goensch - 6475
G. M. Fullarton - 6478
W. C. Mueller - 6481
R. J. Mc Ginley - 6485
M. L. Putnam - 6088

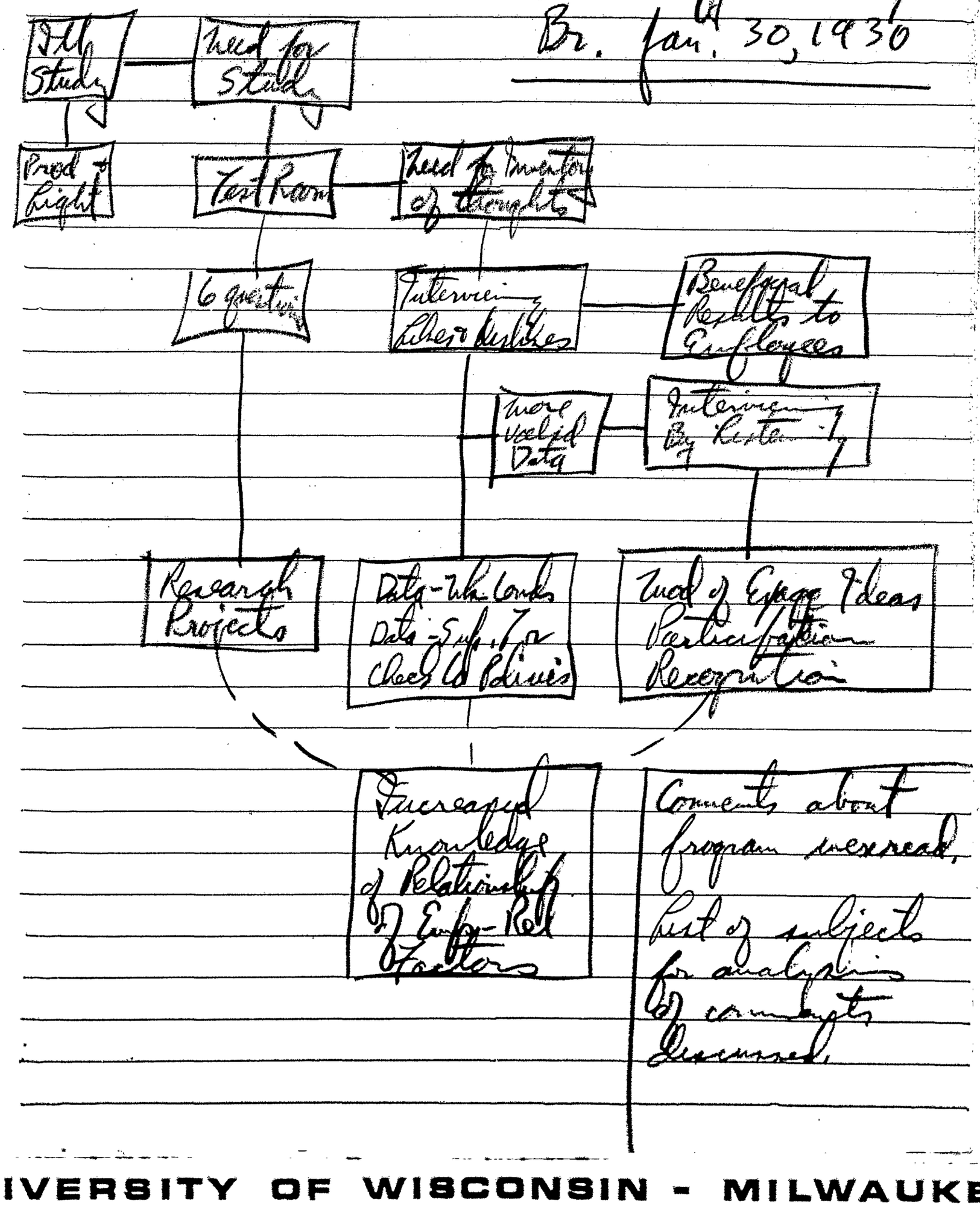
UNIVERSITY OF WISCONSIN - MILWAUKEE

GN-1-A
(1-23)

Western Electric Company.
INCORPORATED

DATE _____ 192

Talk to Mfg Plan
Br. Jan. 30, 1930



UNIVERSITY OF WISCONSIN - MILWAUKEE

March 13, 1930.

MR. M. L. Putnam - 6088:

Subject: Branch Conference.

You have been assigned to table No. 33 at the Specialty Products Branch Conference to be held at 5:30 Wednesday evening, March 19, 1930, at the Works Restaurant.

C. N. WRIGHT - 6789.

WP

Memorandum to:
All Division, Department, Asst. Department, Section & Gang Chiefs in Organizations 6782, 6783, 6784, 6789, 6791 & 6795.

Talked to this group on chart with outline used by G.A.P. at Phila. All supervisors in the branch were present.
W.P.

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.

Thanks Jacka for a record of these talks. MP.

April 1, 1950.

M. L. PUTNAM - 6088:

MR. J. M. STAHR - 6080:

The program for the next Accounting Branch supervisors' meeting scheduled for Thursday evening, April 10, is as follows:

1. Review of the Budget Situation, ...R. W. Harmon
2. Industrial Research Program, ...M. L. Putnam
3. How We Think, ... T. W. Edwards
4. Lessons from Previous Vacation Shut-Down, ... H. Jahnke
5. Report from Midwest Safety Council, ...C. F. Nelson

H. J[illegible] - 6028.

CB-JM

Copy to:
R. A. Granquist - 6041
W. M. Smith - 6082
C. F. Nelson - 6086-2
R. W. Harmon - 6084
M. L. Putnam - 6088
C. L. Bue - 6401
T. W. Edwards - 6402
F. Kuster - 6085

March 21, 1930.

MR. H. JAHNKE - 6025:

This is a suggestion for your branch meeting notice:

Since the first of this year the Accounting Branch has been associated with the Industrial Research Division in the employee interviewing and supervisory conference program. Mr. Putnam in this meeting will describe the work of the Industrial Research Division and show in chart form how this program of research has grown since it was started in 1924.

This is just a suggestion. Feel free to change it any way you want to. You might want to mention that Mrs. Stemberg's people have been working on a rest period experiment with us for more than two years.

M. L. PUTNAM - 6026.

SJ

Jacks to Operating Branch
2-29

UNIVERSITY OF WISCONSIN - MILWAUKEE

G. L. BIDI

I suppose you people do sit down and wonder once in a while what it is all about. You wonder why this education thing is shoved at you so hard; you wonder why you are called on to come over here on an occasion of this kind; to be worried to listen to a lot of things that are possibly new and different (at least as far as you can see), tending to make your job at least as hard as it was before and perhaps a little bit harder.

I presume you sometimes wonder what this education thing is all about, anyhow. Well, the only reason for it is expressed in No. 8 of those policies, and that is to afford all employees an opportunity to progress in the Company's service. That is the fundamental reason for all these things that are growing into our branches here at Northerns.

You know we think we have a pretty good institution here. We have at least the largest manufacturing establishment that there is in Illinois. We think we have the best manufacturing establishment that there is in the world, and when I listen to a story of what there is in Europe, for example, in the way of industrial progress; when I hear stories of the tremendous strides that are being made in Germany for example; and begin to consider the proposition of industrial competition in our business with European centers; I don't feel alarmed a bit, because I know that we have anything on Northerns that will stand competition with any industrial institution anywhere. I know that the engineering side of the game is geared up to a place where

they can bring to us all of the developments of the art. I know that they can keep us up to date in competition with any institution. And when I realize these things I feel pretty certain that if we keep our supervisory organization at Northerns going ahead and progressing in step with the mechanical progress that there is in the world, I know that we can keep our place in the procession, which is pretty close to the head.

I know that the last two years has brought to us at Northerns some real changes in our job. I know that the job that many of you have had to do in the last two years has been difficult because of the changing of our institution. I know that when the Card Job was transferred to Kenny that it meant the placement of a large number of people in new work at Northerns with the attendant difficulty of being able to get them into production at a rate of pay that would be comparable with what they had before. And that thing has gone on from one thing to another increasing the difficulties of your job, and the end is not yet.

As we look ahead into 1960 we can see that there has got to be a large amount of work transferred from Northerns to Kenny or Baltimore in order to provide room enough at Northerns to do the increasing job on the work that is to be left here. I was told yesterday that the number of employees at Northerns is 11,700. I admit there we were going to stop. I don't know the answer. But I do know that in 1960 we are going to have to keep in production at Northerns at least 10,000 people the entire year.

Now that brings a problem of supervision on the shoulders of every one of you sitting here today. You can visualize for yourselves how many people are going to come into your organization and out in order to maintain our working forces of 12,000 people during this year. And you can also visualize that if you can do a better job; if by some means you can get these people inducted into their jobs quicker; if you can get them to feel comfortable in their jobs sooner; if you can make them feel that this is a good place to work; if you can get their earnings up; if you can make them feel satisfied that this organization is an organization of men and women to do the best that possibly can be done for every man, woman and child that comes to work here; then, not only is your job going to be better done, but your job is going to be easier, and the whole results of Northern are going to be that much better.

So that is what is back of this whole thing that we are talking about to-night. Some kind of a plan which is going to make it possible to sell to the new people who come here in 1950 the benefits of working in this institution. Incidentally, it is going to give you the opportunity to size yourselves up a little better, and then you can see yourself as others see you there is not much of an excuse for not doing the job in the best way that can be done. Here is a chance to hold the looking glass up to yourself. It is impersonal, to be sure; but still it is a looking glass, so that you can see yourselves in other people's eyes. You can see yourself in the eyes of the people that you are trying to influence - that you are trying to lead - and you can get some kind of an idea how your leadership is affecting them;

you can get some kind of a line on what is the best way to approach the human beings we have here in order to make them feel at home; to make them feel that they are in an institution that is the right place for them to work as long as they are going to work.

If I can leave with you that thought that this thing is going to give you the opportunity to increase your value, then I will be leaving with you just exactly the thought that I want to leave with you - and I want to say to you fellows right here that are facing me, and the ladies, too, that we are going to want to see the value of everyone of you increase 100 per cent in this organization in 1980 if it is possible for you to increase your value to that extent.

S. A. FREEMAN

I am not going to take up very much of your time. I just want to emphasize two or three of the things Mr. Bracken said - perhaps add a little.

I would like to talk a little arithmetic to give you some sort of a picture of how we look at this question of Employee-Relations and the importance of it. You know, you can evaluate your earning power in terms of investment - that is to say, if you are earning $2400 a year which goes to your family, that $2400 represents a certain investment. If you figure it out you will find that it would take $40,000, invested at 6%, to give you a return of $2400 per year. So that in that sense, if your earning power is $2400 a year, you represent an investment of $40,000. You can figure out your own case.

Now, going back of this - if we take the earnings of all the employees of the Hawthorne Works (and by the way these earnings are amount to about $1,000,000 a week - about $52,000,000 a year) if you calculate the investment required to return at 6% interest $52,000,000 a year, you will arrive at a figure of about $900,000,000, which represents the investment which would be necessary to return at 6% the amount of money that is paid out in wages.

Now, the total cost of the Hawthorne Plant to-day, including buildings, machinery, tools and fixtures, furniture, etc., amounts to about $70,000,000 - so that we have at Hawthorne a plant for building telephone apparatus and other equipment required by the Bell System consisting of $70,000,000 worth of buildings, machinery and

fixtures - and an investment of $800,000,000 in the form of human beings who are working here.

Now, if you think of these two figures which represent the Northern Plant, does not it appeal to you that the $800,000,000 investment is worth some study and attention? As I said before, we have $75,000,000 worth of plant, and we spend a big sum every year through our Engineering Department in devising more efficient ways in which to use this plant - more efficient tools - better machinery - but we don't feel that we are spending, or have spent or devoted the attention that the large investment in human beings warrants in proportion to the development work we put on our plant.

Now, you know as well as I do, that if you mistreat a machine or a tool the efficiency of that machinery or tool drops off pretty rapidly. You just have to keep these tools and machines in good shape. You have to treat them right. Now, it is our feeling that it is even more necessary to treat people right to get the most efficient service than it is to treat the machinery right - and that is a part of the answer as to why we are embarking on a pretty extensive program, as Mr. Bracken said, of working out better methods of handling our employees - of dealing with each other - all of which goes to improve the morale.

We know from tests that we have made right here at Northern and innumerable tests published which have been made by other organizations throughout the world - you might say most conclusively that an employee or any of us does a better job if he is in a happy, contented frame of mind. In other words - you know as well as I do

that you cannot do your best work if somebody is disturbing you and hollering the life out of you and keeping you worried. It interferes with your work seriously. We have cases here at Hawthorne where the test results showed an increase of as much as 30%, practically all due to changing the mental condition of the people involved in this test. We have cases from day to day where we have a very accurate record of the output of some employees on test showing that if something comes up at home which disturbs them mentally - gets them worried - their output drops off. There is no question about that. It is exactly the same as a worried machine acts. If a machine is worried because it is not oiled its efficiency drops off; if an employee is worried his output is affected; and by the same token if he is in a happy frame of mind and is not worrying about something his output goes up unconsciously. He does not have to try to push it up - it goes up in spite of him.

So that there is a lot to be gotten out of improved employee relations. I don't think I have to argue with you about that because I think you all check with me.

Now - just as Hawthorne said - we have all been over considerable ground in our supervisory training courses, and we have gotten something out of it, - but we are sure now that this plan of using interviews from employees, in which they tell us that they like and what they don't like, is a much more effective means of giving us all a better knowledge of what proper supervision is than we ever have had, but, too, you are going to find as you go into these conference classes, these interviews are taken up and discussed on the basis of

the lessons, that these are going to be intensely interesting. They are going to contain remarks from employees that you understand and that we all understand. You are going to find that some of these dislikes are rather trivial little things that most of us would not give a thought to, and we cannot imagine perhaps that employees would worry about some of the things they do worry about. And by the same token if they are trivial they are easy to fix. But we run across innumerable cases of where an employee has been carrying something in the back of his head a year or two - or five or six years - or longer - until it becomes a young mountain in his mind, and occupies a large part of his attention both here and at home. Now, that employee cannot do himself justice in his daily work. He is interfered with by this preoccupation or worrying that he is carrying with him all the time.

You will find also that most of the employees don't want such an awful lot. They don't want to be coddled, but they do want to be treated like men, and they do want to feel that their boss is a friend of theirs and that he is going to give them a square deal as far as it is within his means to do so. They appreciate that he is the boss but they don't want him to "high-hat" them for that reason.

It is surprising how reasonable their demands are, and it is also surprising how well they analyze the difference between a good supervisor and a poor supervisor. You will be surprised at the ability to analyze that some of these fellows have. They will tell you that the boss doesn't know his job - tell you about his poor methods of approach - how he gets them all "haired up" every time he speaks to them. They know about what they want, and their wants are reasonable

in most cases. There are few exceptions where employees are unreasonable in their wants.

One question that was raised by several people during our experiment in the Inspection Branch was this: When you are going to interview these employees you are going to tell the employee that anything he may tell you will be kept strictly confidential and won't get back to his boss, so that he can feel free to tell you just what he thinks about his boss, the Western Electric Company, and working conditions. Suppose that employee exaggerates. Suppose he tells you a pretty sad story about his boss and there is no foundation to it. Isn't it unfair to his boss to take his story and not go back to the boss and get the real facts about it?

The answer to that is very simple: It would be unfair if we were going to take that story and go back to his boss and ask him about the matter and say the fellow said he had been mistreated. That is exactly what we are not going to do. We don't care if we do get exaggerated stories. They are just as good, even though they are all fiction. Those stories are sometimes better because, while they may not be true in that particular employee's case, they will raise points that are worth discussion by all supervisors which will indicate the right and wrong methods of handling employees.

Now, don't get the impression that these interviews are going to be all one-sided. They are not. We are going to get just as much information as to what employees like, because there is a lot being done now about what employees like, and they tell us. We

are going to get both sides of the picture - likes and dislikes. Both sides of the picture are equally valuable in our training.

Now, in conclusion I just want to emphasize this point: Before we started this plan in the Inspection Branch we gave a lot of thought to this question. We appreciate that the morale of the institution (and by that I mean the morale of the supervisors as well as the morale of the workers) is the back-bone of the institution. If we have here a group of people who are contented - being treated right - think the Western Electric Company is a good place to work - interested in their work - we have something that a competitor cannot buy. He can buy the same kind of machinery, fixtures, and all of the mechanical tricks that we do, but he just cannot buy the morale of the place. He has to build that up for himself. He cannot go out and buy it.

There was a possibility that this plan might involve your morale. By this I mean the morale of the supervisors. We are going back of you and we are going to ask employees to tell somebody - an interviewer in the Personnel Organization - his likes and dislikes about the job and his supervisor. If we were going to take that information - corral all the comments about any individual supervisor in one file - and then make up our minds from that information whether you were doing a good job in handling your employees or a bad job, we know that we would wreck the morale of the supervisory force, and naturally we appreciate that such a thing just cannot be done - but by handling it as we expect to and as we have

handled it in the Inspection Branch we haven't created (run into) that condition at all. Our supervisors in the Inspection Branch tell us, and I think they are honest (they have a chance to tell us confidentially) that these interviews have helped them.

I can state truthfully that while we have interviewed every employee in the Inspection Branch not only once, but some of them twice, there is not a supervisor in the Inspection Branch who knows which interview came from which people or which supervisor was involved in any case. We have had some interviews which indicated the supervisor was using some pretty rough tactics. There is not a supervisor up the line in the Inspection Branch to-day who knows who that supervisor is. We have kept our agreement 100% that interviews were to be used for training purposes only, and by adhering to that principle the plan has worked out to everybody's satisfaction, I think, without exception. I haven't heard of any cases otherwise - so that you can be sure that we are convinced that what we are planning to do is not going to detract from your standing with your people, because we appreciate that you have to have a standing with the people you supervise. You are their leaders - we will not call you their bosses - I don't like that name - we don't want any bosses at Martinsville. You are their leaders, or should be. That is that we plan to get across in this training course.

[redacted]

In almost any line of endeavor, if you wish to become highly proficient, special training is necessary. This applies to supervisors as well as it does to any of the skilled trades or professions. If you wish to become an engineer, or a lawyer, or a doctor, or a dentist, or skilled tradesman of some kind, the usual way is to take a training course of some kind. Maybe it is an apprentice course and maybe it is going away to school.

It is with this thought in mind that supervisory training classes or conferences were started some time ago. These were established throughout the various organizations at Northerns. Practically all of you who are present here attended some of the classes. I believe it is generally agreed that considerable good has been accomplished through these classes. You can, of course, point out certain people who are good supervisors who have never attended a supervisory training conference or had any special training as supervisors. I can also point out good engineers, men who have gone far in their profession, who have never had any special training in engineering except through their own efforts.

It is much more difficult, however, to secure an education along engineering lines or any other line through your own efforts than it is to go to a school of some kind and take a training course. It is much more difficult to become a high grade supervisor through your own efforts than it is to become a good supervisor through special training, and it is only the exceptional person who will, through their

own efforts secure the necessary education (if you want to call it that) or training to become a really high grade supervisor.

The supervisory conferences were started to help supervisors obtain a better grasp of the job and to help them progress in the organization, and we feel from the limited experience we have had with these supervisory training conferences that in a way they have accomplished their purpose.

A supervisor's responsibilities may be divided into two general classes: No. 1 you might call the knowledge of the work, which would cover the routines and mechanics involved in the job of supervision; and No. 2 we could call "class" - that is, employee-relations and its class. It is No. 2 that I wish to speak to you about to-night.

In 1934 the officials of the Company published a statement of the Company's Employee-Relations Policy. This was divided into ten headings, and I presume most of you are familiar with them. I think it is worth while, though, for us to read over these ten statements of Company Policy in regard to the employee-relations.

1. To pay all employees adequately for services rendered.
2. To maintain reasonable hours of work and safe working conditions.
3. To provide continuous employment consistent with maximum conditions.
4. To place employees in the kind of work best suited to their abilities.
5. To help each individual to progress in the Company's service.
6. To aid employees in times of need.
7. To encourage thrift.

8. To co-operate in social, athletic, and other recreational activities.

9. To accord to each employee the right to discuss freely with executives any matters concerning his or her welfare or the Company's interest.

10. To carry on the daily work in a spirit of friendliness.

No. 10 is amplified as follows:

> "As the Company grows it must be more human - not less so. Discipline, standards and procedures become more necessary with size, but the spirit in which they are administered must be friendly as well as just. Courtesy is as important within the organization as in dealing with outsiders. Inefficiency and indifference cannot be tolerated, but the effort of supervisors must be increasingly directed at building up in every department a loyal and enthusiastic interest in the Company's work."

Now, I don't believe any of you will disagree with me when I say that if we follow out these ten statements of Company Policy we will win the good will of all the people working at Harnischfeger. This is a statement of the position which the Company takes on all these questions involved, and naturally one question which might come up is "Who is the Company?" Now, as far as I am concerned, the Company is the man I work for and I expect him to carry on his relations with me and his dealings with me in the spirit of these ten statements. As far as the non-supervisory employees in the Sporting Branch are concerned, all of you men are the Company, and you are supposed to carry on your relations with employees working for you in the spirit of these ten statements of Company Policy.

During the early part of last year Mr. Pennock was conducting some special investigations. At that time he was dissatisfied of

the Inspection Branch (of course you all know it is our Assistant Vice Manager) and he ran across some conditions which made it appear that we probably were not carrying out the spirit of these ten statements of Company Policy as well as we might be. There were some things that came up that made it appear that some of these conditions might be general throughout the Plant. Naturally, he cautioned that was the teething to do about it.

Now, in considering these things, one conclusion he arrived at was (I think that you will probably all agree) that if we could point out to supervisors what things we were not or what things we were doing which were a violation of the spirit of these ten statements, we could point these violations out to the supervisors and tell them - point out - what is wrong - what could be done to correct it - and they would take steps of that sort would substantially correct any bad conditions which we might have.

The second thing, then, was to find out what were the bad conditions. Naturally, you cannot get that from the supervisors. This is because, I think, that all of our supervisors are not knowingly doing anything they should not do. Those bad conditions were a result of not knowing that things they should do. So that we arrived at the conclusion that the first thing to do was to find out what things were wrong - that were the things that needed to be corrected - and then by means of our supervisory training conferences bring those things up and then arrive at some conclusion as to it in those conferences as to what the proper step should be to correct those bad conditions.

It was decided then as an experiment to interview each employee

-4-

(I am talking now of employees at those below the level of supervisors) - to interview each employee and find out from each employee what were the things they objected to - what were the things they liked - and what they thought of their job in general. We wanted their comments on their supervisors - on their working conditions - on their rates of pay - or anything else that was bothering them. It was agreed that these interviews would be strictly confidential between the interviewer and the man being interviewed. They were not to be used in any way as a check on any individual supervisor. We plan to use these interviews (as information in supervisory conferences) as the material for our training conferences. When they come into these training conferences there is no names at all - there is no way of telling who the employee interviewed was or what supervisor they might be working for. The object was to use these for training purposes only.

Now, obviously, the supervisor could not conduct these interviews. The employee would not be frank in telling the supervisor about conditions. He would naturally feel that he would have to tell the supervisor that a good supervisor he was and about all the good things he did, but he would not tell him all about the things he did not like - so it was decided to set up this intervening organization in the Inspection Personnel Organization, and they selected some people they thought would qualify to handle this interviewing job, and they interviewed each employee in the Inspection Branch. They have since, I believe, interviewed a large number of the group chiefs, and I believe it is the intention to interview all of them. They have also interviewed some of the employees (that is, non-supervisory employees) a

second time the object being to find out what change, if any, had been made.

Now, I think that if any of you were to read over these interviews you would arrive at the conclusion that we got what we were after. That we wanted was the honest opinion of the employee of the supervisory working conditions on his work or anything else, and in reading over these interviews I think we got what we were after.

Now, I am going to read over probably just one of these interviews to give you an idea of what they were like - what sort of information they give. This is under the heading "Supervision". I suppose this employee was asked what he thought of the supervision, and reply was:

"The gang boss could use a little more tact. He does not always give you a chance to tell your side of the story. He is always right and he does not give you a chance to prove that he is not right. There are some jobs he should be familiar with, but which he doesn't know about. He don't know these details about the job and it should be up to him to tell us. My has been on the job since I've been here - over three years. I asked him about these details and he said he would find out, but he never does and that is the last we heard of it. The job goes out without these questions being settled. I often think there will be trouble about these jobs from the road. I hate to make things look black for him. I have no grudge against him, but sometimes you think someone will be writing a letter in on some of these jobs in regards to these questions, and when they do I will not have anything to look up for letting the job go. Another thing is that he does not distribute the work so that we can get it out in the most convenient way. If he would allot the work the way I think it should be done I believe we could be able to get more out. I suppose they will think I am an awful 'rod' when they read this, but you asked me what I think so I am telling you."

Now, under "Working Conditions":

"Parts them found in most factories. I believe the lunchroom should be heated. I suppose there are reasons for not heating them, but they are really too cold."

And then he also made some comments about the job, but there is nothing particular in there - it is rather long.

Now, under "Likes" regarding "Supervision", he says:

"I like all the supervisors. I have no personal dislikes against any of them. We are all here to work and the best we can do is to get along as smoothly as we can."

Now, just take that one interview. If that comes up in a conference, which it did, there is something there to think about - that is, there is this question of the man asking for information before he lets jobs go out and he can never get an answer. Now, if we look over some of our own jobs maybe we can find some places where we have been doing the same thing, and it has been putting some employees in rather a bad position - but most of the interviews are run along about the same line. They cover all different subjects and I think if we went over all of them we could pick out where practically every point in these ten statements of Company Policy are touched on.

The results of this experiment have been much better than really was expected, and we believe that it is a real step forward in improving the Company Employee-Relations, as well as a means of training our supervisors.

There is one angle to it I would like to spend just a few more minutes on, and that is the question of the viewpoint from which we see these things, and from which the employee or the non-supervisory employee sees them. Ten take on that last item - No. 10 - "carrying on the daily work in a spirit of friendliness". I might go to some length in telling what I consider to be carrying on the work in a spirit of friendliness and someone else might have an entirely different opinion as to what it consisted of. What I consider friendly

someone else might not consider as friendly. If we get the employees' viewpoint, however, on the things that he considers unfriendly or not friendly, then we will have the exact conditions which we are trying to correct - and the object of this interviewing plan is to get the non-supervisory employees' viewpoint.

As far as the rest of us here are concerned, we can get our own viewpoints pretty easily. We know how we feel about these things but we do not know how the non-supervisory employee feels about them. They don't run to you with all the things they don't like.

Now, if we can do something to improve the relations between the supervisor and the men working for him, everyone will be benefited and the non-supervisory employee will be benefited because he will be better satisfied in his work. The supervisor will be benefited because his work will go along easier - he will have less trouble - the gang will turn out more work - and undoubtedly under these conditions he will be moved along to a better job because he will be picked out as a supervisor. The Company will be benefited because, with the improvement in morale we receive a lot of benefit.

Now, as a result of this experiment in the Inspection Branch it has been decided to extend this interviewing plan throughout the Northern Works, and as a first step in this plan all of the employees in the Operating Branch will be interviewed. This plan will be put into effect and started under the direction of the Industrial Relations Branch. The interviewers will be trained by the Industrial Relations Branch and they will carry on with this job until the problems, diffi-

sultion, etc., are carried out, at which time it will be turned back to the Personnel Organization in the Operating Branch.

The personnel who are carrying on this work will - practically all of it will be furnished from the Operating Branch and then, of course, we will get it back when we get the job back. These interviews will be handled probably on the same basis as the Inspection Organization. The interviews will be confidential between the interviewer and the man interviewed. They will not be used as a check on any supervisor. They will only be used as an over-all figure as to how good a job we are doing, and for training purposes in our supervisory training classes.

These interviews will start the latter part of February, and the classes in supervisory training or conferences, whichever you wish to call them,(they are really more conferences than classes)- these conferences in supervisory training will start early in March. Each supervisor will attend one class every two weeks. The classes will probably last about two hours. In these classes the problems brought out in the interviews will be used as the subject matter. Undoubtedly there are a number of problems which will come up which we cannot foresee at the present time, but I am sure that all your supervisors in the Operating Branch will lend your assistance to solving these problems.

Now, in conclusion, I would like to point out that this plan is a radical step from our previous practices, and the cost of it will amount to a considerable item. It is being done for the same purpose as many of the other plans which we have had around here - such as

our vacation plan, our benefit plan, our pension plan, A. T. & T. stock purchase plan, etc., - that is, it is being established so that the employees will be benefited, the supervisors will be benefited, and the Company will be benefited.

Now, Mr. Pennock started this plan in the Inspection Branch some time last year. He is with us to-night and I am sure he would like to take this opportunity to give us a few more thoughts on this subject.

2-12-29

R. G. Neal

I am not going to make a speech. I just want to take a few minutes to say "hello" to all of you.

As Mr. Bracken has said to you, we are going to help in this job, which I am sure you will find very interesting. Even though Mr. Putnam and I are members of the Industrial Relations Branch we would like to be considered, during the progress of the job, as members of the Operating Branch, too. The only reason we are drawn in on your job really is that, as Mr. Bracken told you, it has been decided to extend this to the entire works, and in order to insure that throughout the entire Works the job is done in a uniform manner, it was felt desirable to centralize it in the Hawthorne Works' Personnel Organization - that is what the Industrial Relations' Branch really serves - is the entire Works.

The thing I would like to leave with you is that you remember this is the second step. The Inspection Branch was first and the Operating Branch is second. We still have a lot to learn about the best way to do this job - about some of the difficulties that we are going to encounter - and we know that conditions in the Operating Branch will not be just the same as they were in the Inspection Branch.

Mr. Putnam and the rest of the people in the Industrial Relations Branch must depend on you fellows and girls to help us make a success of this undertaking and I want to invite you to give us your full assistance. If at any time you have any suggestions or criticisms to offer we will be very glad to get them.

UNIVERSITY OF WISCONSIN - MILWAUKEE

M. L. FOTHAM

One of the things that has inspired me, I think, in the Inspection Branch program, is the spirit in which the supervisors have helped us out. Throughout the whole program they have given us wonderful cooperation. They have given us the benefit of their ideas and suggestions. Like every new job, we have a lot of details that we have to untangle, and I think we will have some in the Operating Branch that we did not have in the Inspection Branch.

I imagine some of you fellows are asking yourselves questions about some of those details. For instance, are we going to interview employees in noisy departments? How are we going to provide for the employee's compensation while he is being interviewed - make sure that he does not lose anything in earnings? How about some of the fellows who don't speak English very well? How about some of the fellows on the night force, et cetera?

We will be awfully glad as we go along to get your suggestions. Not all of the questions have been answered. We realize that most of the cases that I have mentioned are represented by a small proportion of the employees in the Branch and we are working on those items to see what we can do to unravel them. Some of you fellows may have suggestions as to how to do it. We would be glad to get them.

In the part of the program during the last few weeks where we have interviewed supervisors to see what they think about their own supervision - to see what they like about working conditions and their jobs - we have from them some comments which have been very helpful. In addition to asking them their likes and dislikes we asked them some

questions; asked them how they liked this interviewing program; if it had been embarrassing to them in any way; asked them if they had suggestions for improving it; how often they thought the employee should be interviewed; and some things like that.

Now, they reported almost to a man that the program had not embarrassed them in any way; that it had been the reverse of that; the employees who had been interviewed were very much easier to supervise after being interviewed. And we got the same sort of things from the employees themselves. Quite a number told us, "I feel so much better after having an opportunity to tell somebody how I feel about things." In other words, they sort of store up a lot of things on their chest and they feel much better to get that off their chest.

The supervisors reporting on the conference training where interviews were used had some very interesting comments and I think you fellows and girls will be interested in these. All of you have been in conferences during the past year where subjects were discussed and the Inspection Branch people used this interviewing information in a similar program. They tell us about the new series of conferences where employees' interviews are used. They say that the other conferences were a little bit theoretical and not quite so practical as the present conferences are because the things that the employees bring up in their interviews are very practical. That is, one of the girls may say that she likes everything fine except that the sweeper makes a lot of dust when he sweeps. They say that they think the shop employees ought to be furnished towels. They say that the work when it is delivered to them is in a condition that is a little hard for them to handle because the supervisors does not portion it out in the

right way.

Now, all of these things are actual job problems that we have every day and probably mean a little more to us or are a little closer to our every-day problems than the discussion of a subject such as turnover or cooperation, or something like that. We all realize that those subjects are valuable to us and we get a lot out of them but the employees' interviews bringing out specific things - practical things - that we are up against every day - mean more to the supervisor. That is the report of the supervisors in the Inspection Branch.

I hope that you fellows and girls will do something more than just accept this invitation to submit your suggestions - I hope you will really give them to me, because I know that you have suggestions and I know that they will be helpful to us -- so I just want to leave that with you. Any time you think of something we will be glad to have you tell us about it even though you only mail us on the phone and give us your comments over the wire.