

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.

Section 7
INSPECTION BRANCH
SECTION CHIEFS' INTERVIEWS
177

1929

800
AL

April 9, 1929.
Inspection Branch.
L-800.

DISLIKES

Supervision

X "There is another complaint I have to make, that is, when they take a section head off a job they never tell him whether he has done a good job or a rotten one. I was shifted from one job and I wasn't told what it was for or anything else. All they said was they had another job for me. At the same time, if you do that with one of your gang bosses they are sure to criticize you." X

Working Conditions

("The health condition right here is very poor." The supervisor then showed me his cabinet where a very heavy coat of dust had set and said, "See that, and that was just cleaned off yesterday morning. I have called this to the department head's attention and he said he would get the Safety and Health Division in on it. I have had several girls complain to me about the dirt.")

The Job

["I have a lot of difficulty in selling A. T. and T. Stock to the young Bohemian girls. The only thing they tell me is that their folks won't let them take it out. I have asked them time and time again why and they tell me they have too much Building and Loan."]

"By comparing myself with the Operating section head in regard to their knowledge of the job, my pay does not seem to compare at all. You take the assistant foreman or the section head in the Operating Department and they would be lost if you took them off their present job. They would not know what to do, while the Inspection section head is expected to know how to settle the job he is doing and know everything and anything."

LIKES

Supervision

"I reported to four department chiefs and I liked them all."

Working Conditions

"It is a lot warmer here than it was in our previous section and we like it better for that reason."

"I take advantage of the Hawthorne Club Store, and I know my people do too. I also take advantage of the school and their outside activities at the athletic field. I am usually over there. I like

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LIKES

Working Conditions, continued

their entertainment too.

"I think the bogey is very good. I have no task here. Prior to the setting of the bogey it was very hard to get an operator an increase in wages but now you don't seem to have any trouble if the operator can attain a good efficiency."

The Job

"I like this work because of the nature of it. I have no grievances against the Company in regard to my pay except as I mentioned above. The Company has treated me very good. I have no complaint against it for the advancement I have received and I appreciate the Company's policy on a lot of things. I think it is very good."

Questions and Answers to the Interviewing Program.

1. What is your opinion of the plan?

"I think the plan is very good because the points brought out by these interviews in our Conferences I don't believe would ever have been brought to light in any other way."

2. How has it helped you so far?

"In various ways. I think any supervisor will have a better understanding of his help because there are points brought out in these interviews that show that the supervisor is wrong in a lot of things."

3. Have you changed your method of handling your people since the plan was started?

"No."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes."

5. Are the discussions in the Conference now more interesting or less so?

"I get more out of the interviews and I like them better. There are a lot of points in them that are good for any supervisor and you get the consensus of opinion of the whole group."

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Questions and Answers to the Interviewing Program, continued

6. Has the plan been embarrassing to you in any way?
"No."

7. Have you any suggestions for improving on the present plan?
"I think the things have been handled all right."

8. Do you think the employees are in favor of it?
"I think they are. I think you will find them in favor of it because they can bring out points to the interviewer that they would be afraid to bring out to their superiors. I know I can interview my help the same as you do and they would say they had no complaints, while to an outsider they will come out with a whole story."

9. How often do you think the interviews should be made?
"About every six months. I don't think the section heads should interview their help and enter the results in the 'Black Book.' This should be done by this interviewing organization, and if any complaints are made the department head and section chief should be told about them and if necessary get the interested parties together for a showdown. If this sort of scheme is adopted the 'Black Book' should be filed by the interviewing organization."

10. Do you think employees will work as hard when not driven?
"I think they will work just as hard, more so since we have task and bogey and they know they are getting paid for what they do."

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L-801-141-353.

DISLIKES

Supervision

No comments.

Working Conditions

X "It hasn't been any too clean around here for the last couple of years. I guess the Janitor Service Division estimated their budget so low that they could not give us the usual service. In the last two weeks, however, it has improved considerably. X

"Our present location here is very congested. It is like trying to put a gallon into a quart bottle. I feel that as soon as the Kearny Works Plant and the Point Breeze Plant are going a little better that it is quite likely they will take over a portion of our work and relieve this congestion. At present they are doing a lot to rid this place of vermin. Just last week they scrubbed this floor thoroughly and put a lot of Black Flag around too. I am telling you, the whole thing has improved a lot in the last two weeks."

The Job

No comments.

LIKES

Supervision

"The department head is the finest gentleman I have ever met. He has personality sticking out all over him. As far as I know I have never heard a dissenting voice against him. I have heard some of the fellows say he should have done better for them at revision time but I know he has his limits too. There isn't anything he ever does that would make me feel he is anything but a gentleman. Of course, we have to get out our work, that is the thing we are here for, and we do that in harmony.

"The division chief is all right. I don't have much to do with him but the few dealings we have had I think he is a gentleman but, of course, I don't know what he thinks of me."

EO

April 18, 1929.
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LIKES

Working Conditions

"The light, heat and ventilation in this room are under our control and are satisfactory. I see that the windows are opened and closed and I see that all are satisfied.

"In regard to the Hawthorne Club Store, I hear plenty of good comments. Our people appreciate the good prices they charge for good goods. I bought some tires down there and I have made fifteen hundred miles and you can't see any wear yet. They are the best tires I understand. I have heard the De Luxe, or some name like that, are better but I can't understand how they could get better than these. I also know the household goods, groceries, and such things are always first class. The raincoats they sold there for \$3.50 are a bargain. The Club athletics, etc., of course, are appreciated very much by our younger men and I don't know much about them except what I hear. I have never heard a kick of any kind against anything the Hawthorne Club has done in this section.

"Our fellows like this Microphone, and the Hawthorne Advertiser I know is read from one end to the other by almost everyone of our employees and I know that they do a lot of buying and selling by what they see in there.

"I have heard a lot about our Company Hospital around here and I have even heard about it from people on the outside. It is a very good thing and they don't understand how the Company can really afford to do so much and pay Sick Benefits and such. I have a brother-in-law that works down at the Commonwealth Edison, and he has to pay considerable for the same service.

"The idea of giving the employees who work here a year a week's paid vacation is another step in advancement. I know I worked here almost twenty years before I got mine. We didn't think of vacations in those days though. You know, this whole place is changing and I realize that it takes time to bring about all the conditions to their present standing.

"I have just heard recently that the Pension Fund is to be increased to one and one-half per cent instead of one per cent. I have also heard the long service employees are going to be credited with a share of stock for each five years of service. I personally think it is 'baloney' but it is rumored."

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LIKES

The Job

"There is something new every day here as long as I have been here. With this sort of work and all the new projects there is always something interesting and new.

"I have no grievances whatsoever against the Company, in fact when raise time comes around and I am not in on it I don't carry any grievances. I feel there is one thing a man on this job can't do, that is get excited, because if you do you are sure to get lost."

Questions and Answers to the Interviewing Program.

1. What is your opinion of the plan?

"From what I see it is a good thing to go through with this because it lets us see what the people around here think. As it is now you don't have to kick so much. I believe we have had one of the interviews that came from this section. It has developed, however, that the information that the employee gave was wrong. He said he can do the other fellow's job but he cannot. He may in the course of time be able to do the other fellow's job though."

2. How has it helped you so far?

"The helping I have gotten is to find out a lot of the other fellow's trouble. I did not know that anything like a lot of it existed around here. Of course, I have heard of drivers around but I have never had one around here. This work here is difficult and we use a high grade of help and you can't drive them. If you did they would not do this work."

3. Have you changed your method of handling your people since the plan was started?

"No, I have not changed. I never did ask anyone to do anything I would not do myself. I have always found if you keep a man satisfied you get better results. I have told fellows working for me that I have seen standing around about it, but I told them and then I forgot it."

4. Do you think the Company should keep it up and cover the entire Plant?

"From what I hear whispered around I think it should go in all branches. Of course, there is the expense to consider, but considering that I believe it will do good. I have done considerable missionary work myself along this line."

EO

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Questions and Answers to the Interviewing Program, continued

5. Are the discussions in the Conferences now more interesting or less so?

"Every interview we get is something new. We have never heard the same complaint from the same angle twice. I like the interviews - think they are all right and interesting. We have a lot of women's interviews and I know it is harder to handle women than men, and I will say I have been fortunate enough not to have had to handle any women. I think the Company is trying to strike a 'happy medium' to satisfy as many as possible right now but considering the different kinds of people we have around here and the congestion, you know it is hard to please them all."

6. Has the plan been embarrassing to you in any way?

"No. I have always tried to treat the men right, for their own benefits and to serve the Company. I feel a satisfied employee can be trusted and I know they do better work."

7. Have you any suggestions for improving on the present plan?

"I think the way it is lined up is about as good as could be done."

8. Do you think the employees are in favor of it?

"I haven't heard anyone voice an opinion against them. Some of my men have asked me what the interviewers wanted and I told them to explain anything that they had in which they felt they had been wronged in any way; that they should not be afraid to come out with it."

9. How often do you think the interviews should be made?

"From my point of view, about once a year. That gives the employees a chance to get accustomed to the routine in their organization."

10. Do you think employees will work as hard when not driven?

"I think they will work harder when they are not driven, provided they are given all the necessities and are trained to have their jobs at heart. I have found it to my advantage to see that the men are provided with everything they need, it keeps them much better satisfied."

April 25, 1929.
Inspection Branch.
L-802-134-492.

DISLIKES

Supervision

X "One trouble I find with my supervisor is that problems that should be taken up with me are taken up with the group subordinates without my knowledge. I think anything of interest to me should be taken up with me. There have been certain things on which I have made a decision and he later has asked my subordinates why they were doing certain things and he has changed my decision without getting me in on it. He also is guilty of making a decision today and some time later denying that he made the decision. Personally I get along with him swell, but that is his main fault and you have got to get used to him and to adjust yourself accordingly. He is your boss and you have got to listen to what he says and respect him. I have never called this fault to his attention directly but I have tried indirectly to let him know. I resorted to this indirect method, not in fear of him, but in all due respect for him, as I don't feel as though he would hold it against me even though I had a heart to heart talk and told him point blank.

"My subordinate supervisors are of the opinion that some of the discussions the supervisor head holds with them should come through me, or at least in my presence. One of the subordinate supervisors said, 'I wonder why your supervisor butts in on these jobs without getting you in on it?'"

Working Conditions

"I have been fighting for more light on one of my jobs for about six months. It is a problem just as to what sort of light they can furnish to the best advantage at the present time.

"We are having considerable trouble due to the congestion. We have to leave the parts to be inspected in the aisles. We have taken this up with our Planning Organization but as soon as we got any more room it seems the schedules are increased and we are crowded again. This congestion has handicapped the employees because they have to move a lot of the work to get at their jobs.

"Another thing I have had complaints on is this locker space allotted to girls. For the past two weeks we have about four and one-half girls per locker; prior to that there have been three or four

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DISLIKES

Working Conditions, continued

for at least six months. I have tried to get ahold of Beck's organization for the past few days to see if they can give me relief.

"We also have considerable trouble with our clerical service. They have taken our clerk away from us and now we have to do some of the work which they could do or resort to designating one of our employees to do that work. I don't know how it is some of the Inspection Sections get clerks and we can't. I have spoken to my supervisor and he now has it under his consideration.

X "The Company Hospital has created a feeling in some of the older employees that the attendants do not handle them with as much care as they possibly could. None of my people have refused to accept medical attention at the Company Hospital, but I do not believe it has had its effect in getting the employees to report all their accidents. X

["We haven't had any difficulty with the bogey but we have with the task. The task was set under different conditions than those at present and the present conditions make it difficult to attain a decent efficiency. We have Department 6605 taking care of this now. They are intending to revise the task and we hope to get relief.]"

"I want to cite you a case about wages in the Inspection. I had an employee working for me on the job getting fifty-five cents an hour. He was transferred to the Operating Department and in three months time he was earning over an average of ninety cents. That happened about a year ago. It does look to me as though they are changing this a little bit now by rerating employees within ninety days to those employees who deserve it for having a good record. This is having a good effect. Of course, I feel the raises should all be based on either task or bogey and quality of performance. It seems since this scheme of paying a little more money the personnel in the Inspection is more content." This supervisor then showed me a record of rerating an employee who had formerly wanted to be transferred and now due to the rerate had changed his mind.

["I think the Company could improve the lunch situation by putting in a few more lunch counters throughout the place. I often see my girls getting back here about fifteen minutes after twelve to eat."]

EO

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DISLIKES

The Job

"I could not complain in regard to my job. So far as this work is concerned it is as good as any of the other jobs except that I might gain more experience on some of the others."

LIKES

Supervision

"I think the other superiors are perfectly all right and I can't say anything against them. They are of very nice personalities."

Working Conditions

"I am glad this interviewing program started in the Inspection Branch. It seems that we are usually 'follow-ups' and I think this program has put us in the limelight and shown that we are not a 'dead' issue."

"I think the Hawthorne Club is a wonderful thing for the employees. I know of some cases where the prices they charge at the store are no better than on the outside and it is possible to select from a larger variety

"This Cold Treatment in most cases has done good but in a small percentage the employees have had to go home anyway. I had a case recently where an employee got two treatments and then stayed home for two days afterwards. I am not a physician and I am not condemning the treatment - I guess the treatment responds a great deal to the condition the body is in."

"We have a quality checker on this work and we have no trouble whatsoever. When he first started checking the employees they sort of had a fear to have him check their work but as soon as they became accustomed to him being around this condition was overcome, and I have never heard any complaints."

The Job

"Other than what I said about it, I like this job and have no real complaints to offer."

EO

April 25, 1929.
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Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?
"I think it is very good. The results which have been derived are that the supervision has been better."
2. How has it helped you so far?
"I have learned to keep in closer touch with the employees."
3. Have you changed your method of handling your people since the plan was started?
"Answered by two."
4. Do you think the Company should keep it up and cover the entire Plant?
"Yes I do, because I feel there are a lot of supervisors here who need that training."
5. Are the discussions in the Conference now more interesting or less so?
"The interviews are more interesting because all the cases are not identical. I mean they bring up different problems to solve."
6. Has the plan been embarrassing to you in any way?
"No."
7. Have you any suggestions for improving on the present plan?
"The only thing I had in mind is to give the Conference members an outline of the discussion prior to the Conference."
8. Do you think the employees are in favor of it?
"I have never heard much discussion on that, nor have I heard any unfavorable comments."
9. How often do you think the interviews should be made?
"I'd say once a year providing there has not been a change in the supervision, and if there has in two or three months after such a change has been made. I feel the section or department chiefs in the Inspection Section are the biggest factors and that the group chief is usually more or less a reflection of his section chief, that is, if his section chief is hard the group chief will probably be also, and vice versa."
10. Do you think employees will work as hard when not driven?
"I think they will work better if you handle them diplomatically, and then the morale of the employees will always be much better."

EO

April 30, 1929.
Inspection Branch.

L-803

DISLIKES

Supervision

No comments.

Working Conditions

"These windows should surely be fixed up, for in the winter time they let in a lot of cold and at times there isn't enough heat and it is quite cold in here.

"The strain in doing some of this job has always been a problem. I have often thought that some of my people carried these complaints too far, although I know some of it is bad. We have recognized that condition and we have made several improvements that corrected the condition to a great extent."

The Job

X "I have been on this job now for quite a number of years and I feel it is time for me to move. I don't see anything to look forward to, considering the numbers of years I have been here. There must be something wrong, although I know there are others that haven't done as well as I have in the same length of time." X

LIKES

Supervision

"I have seen a great change in my Department Head for the good in the past year. You know, in my opinion he used to be hard to get along with. He personally always treated me fair but he has an odd way of telling you to do a thing and yet I always got along well. This change in him, I believe, is due to a change in our organization. My subordinate supervisors as far as I know seem to like him. He seems to know most all the employees but he does not fraternize with them. You know, he isn't such a good mixer."

Working Conditions

"Everything in regard to working conditions seems to be all right

EO

April 30, 1929.
Inspection Branch.
L 903

LIKES

Working Conditions, continued

"We used to hear plenty about our hospital, that is, that they gave a pill for a broken leg, but recently I haven't had any trouble, and I feel the doctors and nurses are treating us much better. I was there myself not long ago and I was accorded fine treatment.

"We have a quality checker and we get along fine. He formerly worked for me, but I am not getting any favors, and we don't have any trouble.

"We haven't any trouble with regard to task and bogey. Of course, we have had our complaints, but we have always been able to show them where the scheme was fair.

"There is another thing I like, that is I think the Conferences in which all of the employees take part are by far the most interesting, but in a large number of cases only a few take part.

"I think the Hawthorne Club is pleasing the multitude, at least the majority."

The Job

"I like the job all right; especially when I was first transferred to this work it was very interesting because it was new - something different each day."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"I feel I haven't seen any ill effects in the program and I believe if it's carried on as it was originally intended it would be, it will work out to very good results. There is one thing I have noticed, there has been a tendency since the employees know these things are discussed so freely to take advantage. Understand I don't mean anything serious, but the employees do seem to think now we have very little jurisdiction over them. I don't think it has resulted in any change in quality or output, I believe the quality has slightly increased and the cost of inspection decreased so I can't say there has been any ill effect. I mean the employees are freer and there is a great interest to get ahead. A number of our new employees have shown the older ones how to take interest, and the older ones too, in some cases, are showing greater interest."

EO

April 30, 1929.
Inspection Branch.
L-603

Questions and Answers to the Interviewing Program, continued

2. How has it helped you so far?

"I have made an honest endeavor to carry out the things as we have discussed in the Conferences. I may have fallen down on a few little things, but I have benefited. I heard of obvious errors and I have tried to correct my own mistakes."

3. Have you changed your method of handling your people since the plan was started?

"Only that I probably am taking a little broader view of the men than I formerly did."

4. Do you think the Company should keep it up and cover the entire Plant?

"I don't know whether they will get much out of this after they complete the Operating and Inspection. I know in one other branch I heard a supervisor tell an operator just shortly before quitting time that he would work Saturday afternoon and Sunday. The employee said, 'What did you say?' and the supervisor answered, 'You heard me,' and the way he said it I know it was no fooling."

5. Are the discussions in the Conferences now more interesting or less so?

"I like the interviews, but to me they seem to be sort of repeating. The first four or five meetings were O.K."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"Sure, anyone who is against it is certainly out of order, because to me it seems the Company is striving to correct all the bad conditions."

9. How often do you think the interviews should be made?

"About once a year. I don't think any oftener though."

10. Do you think the employees will work hard when not driven?

"Certainly. I never heard of anyone liking to work for a 'driver.' In order to answer that question just put yourself in the employee's place."

USED IN SUPERVISORY TRAINING CONFERENCE

May 2, 1929.
Inspection Branch.
L 404

BRANCH.....

MEETING..... DISLIKES

Supervision DATE Par marked X only

No comments.

Working Conditions

X "Some employees can purchase Western Electric radio apparatus while others cannot. If the right party is known tubes generally not sold to employees may be purchased. I believe the Company would eliminate theft if all the employees were given the right to purchase Western Electric radio equipment.

"Our section is not very warm in the winter. We don't open any windows but the draft is so strong that if you were to work near the aisle you would likely take cold. It is almost impossible to keep the door closed. In summer this draft is in our favor.

"I have heard favorable and unfavorable talk on our Hawthorne Club Store. The favorable comment is that the store is handy and, perhaps, sells a little cheaper, but on the other hand it is usually so crowded at noontime that you can't get waited on. I usually get groceries there and believe I beat the outside price considerably.

"Our bogeys in general are fairly good. There are three or four cases that we are studying at present. These bogeys seem to be low. We are investigating them with the view of increasing or raising them a little. It appears to me that lot sizes have affected these bogeys. A large number of our work runs in small lots and at the time these bogeys were made the lot sizes were considerably larger. It is hardly worth while to establish a bogey on small lot sizes."

The Job

"Considering the length of time I have been on this work, the raises have been few and far between. I feel that the Section Head's pay in the Inspection Branch should be on a par with that of an Assistant of the Operating Department Foreman. The Inspection Section Head certainly has as much, and probably more, responsibility. Also, the Inspection Section Chief should be on the weekly roll the same as the Operating Assistant is. This is the opinion of all the Section Chiefs in the Inspection Branch.

EO

May 2, 1929.
Inspection Branch.
L-804

DISLIKES

The Job, continued

"I find in some cases that it is impossible to get the two Personnel Departments to function properly when an employee has been already sold to another department. It seems to me that when a man is capable and has practically sold himself there should be no obstruction in his way."

LIKES

Supervision

"My supervisor is all right. Under his supervision I feel free to make decisions and report such troubles as should be brought to his attention. His cooperation in helping us place our men during slack periods has been a great help to us in keeping our help busy. I have reported to him about five months. I like him better than my former superior. He is friendly and talks with my supervisors and operators. They seem to like him also. I don't believe my former supervisor talked to my men unless he had some fault to find."

"I have had dealings with another of my superiors and I like him. He has been straightforward and in his dealings with me I believe he is the kind that forgets past troubles and does not hold a personal grudge. His way of expressing himself is sometimes hard for me to understand."

Working Conditions

"I am proud of the health record in my section. There have been a few sick this winter but no serious cases. I have also been quite lucky myself. In fact, I have never been absent on account of sickness."

"We have our own checkers in the section. Department 6605 has not yet sent checkers to this section. We probably will be able to eliminate our present checkers when this is done."

"We are boosting the different Savings Plans to our employees. It is a very excellent idea and encourages the employees to lay away money for a rainy day. As for myself, I am taking my limit in stock and also have been able to save considerable by the emergency plan."

EO

May 2, 1929.
Inspection Branch.

L-804

LIKES

Working Conditions, continued

The Stock Plan I feel is the best for all of us. If the payments on the stock were larger we would be able to pay it off faster."

The Job

"The job is all right. I have no complaint to make as I have always worked along this line and feel I am fitted for it."

Questions and Answers to the Interviewing Program.

1. What is your opinion of the plan?

"I think it is a good plan. It has brought out a number of points that have enabled us to understand our people better. We are, therefore, in a better position to satisfy them. This program, I think, has helped us in that it aids to satisfy employees and by so doing will probably keep down our turnover."

2. How has it helped you so far?

"It has made the men talk more and express their opinions. I know of one particular case where I heard an employee say that he didn't think the Company really did have as much interest in him as it has. I know that the late interest the Company has taken in its employees has made them take more interest in their work."

3. Have you changed your method of handling your people since the plan was started?

"As for myself, I haven't made much of a change. I have tried to follow the instruction obtained from this plan in handling my people. There are a number of long service men in my employ and they are the kind that will notice any change as a result of this plan. The comments that I have heard from them regarding the interviewing plan are favorable."

4. Do you think the Company should keep it up and cover the entire Plant?

"I do. From what has shown up in the Inspection, that is, the good that I have noticed and the results I have heard, they surely should. I feel that every man should be interviewed at least once a year."

5. Are the discussions in the conferences now more interesting or less so?

"I think the discussions are more interesting and I like

EO

May 2, 1929.
Inspection Branch.

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Questions and Answers to the Interviewing Program, continued

this last change better. We feel more free to talk when we are all of the same rank in the conference. To my knowledge nobody has been criticized for any statements made in the interviews."

6. Has the plan been embarrassing to you in any way?
"It has not."

7. Have you any suggestions for improving on the present plan?

"I don't think it would do any harm to have the department chiefs interviewed. I have worked for department chiefs where it seems to me that they have been more friendly in some sections than others. I mean that favoritism was shown."

8. Do you think the employees are in favor of it?

"I, personally, do think so, judging from the actions of my own men whom I have talked to. Two or three of my people stated that it gave them a chance to freely express their feelings to people other than their immediate supervisor."

9. How often do you think the interviews should be made?

"With old men once a year ought to be right, but with new men, perhaps once in six months."

10. Do you think employees will work as hard when not driven?

"I don't think much of driving an employee. I rather feel that he should be encouraged and lead. There are times when a man has to be told to get on the job, but continual driving of a man on the job will eventually discourage him. This makes it hard to keep help and also a man that has to be continually driven should be taken off the job."

USED IN SUPERVISORY TRAINING CONFERENCE

PERSON _____

May 1, 1929.

MEETING _____

20

Par marked X

Inspection Branch.

L 405

DISLIKES

DATE _____

Supervision

X "One of the supervisors is all right but he seems to be a little distant. That, of course, is my personal opinion but I feel that is his way. If you put a question to him in the presence of your superior he doesn't seem to want to answer you. He answers all right, but keeps looking at your superior for a reply. X

X "The previous supervisor I had was so unreasonable he wanted you to see his way all the time whether it was right or wrong. He made a lot of unnecessary work and occasionally I had to work contrary to his orders to keep the job running smoothly. I believe that some of the jobs that he still supervises are in the hole because the men tried to follow his instructions too closely. You know, it is the section chief on the job who gets the ----- when things don't go right with them." X

Working Conditions

["About the only thing that I could complain about is of the clerical service, that is, when we need it most we don't get it. The service to the Inspection seems to be a secondary matter. I took this up with the department chief of the clerical and my own superiors but the only results that I have obtained have been some wonderful promises.] I blame all this on the bogey scheme not having enough inspection time to make bogey. This should be done as inspection filing, etc., the most important and should not be put off in the least. job

"I wonder why the section chiefs can't be put on a weekly roll. I think they might eliminate some overtime by it. job

"I heard they are going to start the division conferences again. If they do, once a month would be often enough. When held too often they become dry. I am wondering if they intend this to replace our present Supervisors Conferences. I hope not.

"My understanding is that the Company admits this Cold Treatment is in the experimental stage. Personally, I wouldn't go there for that reason.

X "I feel the quality checking is a good scheme, but there is this that is not just right. The employee doesn't get credit for the O.K. jobs inspected. Maybe it is all right, but I feel there is something wrong. Zero quality will stay with an employee six months if it so happens that no defects are found by inspector or quality checker thereafter."

EO

May 1, 1929.
Inspection Branch.
L605

DISLIKES

The Job

X "As far as this job is concerned I like it all right but I'd rather be on the work that I formerly was on. I'm interested in this but I'd be more interested in the other. The change of course gives you a much broader knowledge of the shop, which is an experience in itself. I don't believe I am being paid on comparison with some of the others doing the same kind of work. I have never asked for a raise in my life. I believe if I am worth more they will give it to me. I know one of my superiors told me one time that I was too good on one job and they wouldn't take me off as the result. He really admitted that to me."

LIKES

Supervision

"My present department head is a very good man to work for. He is very reasonable. If you have a bawling out coming just make up your mind to take it and after it's over it will be dropped and forgotten. Another thing, he doesn't come snooping around like some department heads do and when the job is running good he isn't around so much. When he does come all he does is ask you how things are coming. He talks very little to the subordinates as he is quite busy. The other day he asked me what one of the group chief's name was and then he went over and called him by name and he spoke a few words to him. After he left the group chief said, 'How did he know my name - I have never talked to him before.'"

Working Conditions

"I would like to suggest what I feel would benefit these group chiefs and that is to allow them to visit some of the telephone exchanges. It would interest them in their own job a great deal I believe."

"Other than what I said, I feel that the working conditions are very good."

The Job

No comments.

EO

May 1, 1929.
Inspection Branch.

L 805

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?

"Personally, I think it is the finest thing that ever happened. It is a good thing for the supervisors who are inclined to be rough and hard. I think the program has changed the attitude of the supervisors and the employees in our entire branch."

2. How has it helped you so far?

"As I know what the Company expects I feel more sure that the fellow I talk to now in my own branch will be more reasonable."

3. Have you changed your method of handling your people since the plan was started?

"No I haven't. I have spent a little time personelling around my girls."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes, I think it is very good."

5. Are the discussions in the Conferences now more interesting or less so?

"I think the interviews are very much more interesting. This last change, putting all the section chiefs with section chiefs and so on is also much better and I believe everyone is more free to discuss the subjects brought up."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"I don't think I am able to answer that, but according to the actions of the employees and what they say in regard to the supervisors I think they are."

9. How often do you think the interviews should be made?

"I think every time there is a change in group chiefs, section, or department chiefs. I wouldn't say every six months or once a year. I don't believe any employee will express himself in regard to his supervisor while working for him."

EO

- 4 -

May 1, 1929.
Inspection Branch.
L465

Questions and Answers to the Interviewing Program, continued

10. Do you think the employees will work as hard when not driven?

"I think they will work harder, especially when they think anything of their supervisor."

EO

May 2, 1929.
Inspection Branch.
L 806

DISLIKES

Supervision

No comments.

Working Conditions

X "The ventilation in one of my groups is very bad at times. X

"In one of my groups we have a temporary location and the light is certainly not what it should be but I guess that will be thrashed out in the near future.

"I think that during the vacation period the Supervisory Training Conferences might prove to be a serious handicap, especially for the two weeks before and the two weeks after the vacation period. There is a slight handicap at this time to spare the supervisor but with additional supervision off it will be worse. We have arranged to take on help during the regular vacation period from other sections where the operators insist on working, and I will say we need them.

"Today two of my employees had one of their gauges stolen when they got up to get some drawings or parts or something. The cost didn't amount to so much for the girls only pay what the value of the equipment is and if the equipment is old that isn't so much.

"At present we are not having any difficulty with our task and bogey but we have men from 6605 checking the bogeys now. They have been saying that our bogeys are too low. They claim that 125% to 130% is too high. Personally, I don't think it is though. I know some of our operators will have to average that to earn what they are getting. If they should happen to cut some bogeys it is my opinion it will cause a lot of dissatisfaction in the whole organization. Just a couple of days ago I talked to two girls because their efficiency was slipping to 115%. I told them that they would have to bring it up to earn their money and they promised to make an effort to bring it up immediately."

The Job

"I believe a section chief in the Inspection Branch should be at least on par with the assistant foreman of the Operating Branch for the simple reason whenever the Operating people start a new job and

EO

May 2, 1929.
Inspection Branch.

69 66

DISLIKES

The Job, continued

they want to know any routine you will find the foreman and assistant foreman coming to the Inspection section chief for information. You take right here, the Operating Department doesn't know what a blue print and routine mean. Another reason for putting us on par with the assistant foreman, it has always been my contention, is that the Inspection section head should be paid on a weekly basis. I guess that is the only dislike I have on this job and I haven't any grievances."

LIKES

Supervision

"I am well satisfied with my supervisor. He is a man who will co-operate at any stage of the game. His motto is, and always will be, 'Treat 'em all right.' He always gives everyone in his organization credit and their just dues. He will only reprimand a man when he needs to be. Last week he saw a couple of supervisors with their caps on ready to go home a few minutes before quitting time and he called them on that. If you ask him favors that are possible he seems to be all for it. Take like when the employee asks for a certain vacation, he always tries hard to grant that vacation. He used to be a little sarcastic at times. That was only on rare occasions but I think he has overcome that now.

"Sometimes I have contact with another supervisor, mostly when my immediate superior is not here. I think he is a wonderful man. He deals quite freely with me and he is always polite and he seldom reprimands anybody. I have seen some big jobs that have not gone right, and he in a nice polite sort of way said: 'Let's get in and stop that sort of thing' and that is all. He is always courteous and he passes the time of day with anyone with whom he is personally acquainted. I think he visits the shop oftener than most supervisors of his rank do. In fact, he has usually come down on work, but he doesn't come down snooping around like some division chiefs I have seen."

Working Conditions

"In this group we insist on sending all of our people to the Company Hospital for any minor injury. We don't have any trouble in getting them to go. I guess the Company Hospital is treating them all right because they seem to want to go.

EO

May 2, 1929.
Inspection Branch.

L-806

LIKES

Working Conditions, continued

"As I understand it everyone is in favor of the Safety First that we have been preaching around. They know it is for their own benefit.

"I had a quality checker up until the last few weeks when they took him and placed him somewhere else. We expect to get another soon though. Personally, I think the section should be checked at all times but to some of the help it has been a handicap. We have inspectors who get excited and nervous when checked by a quality checker. Tell you what I have done - I told the help individually not to let the checker get them nervous and excited as it has had a tendency to drop their efficiency. I notice, however, it is going up again. I believe the quality in general has not suffered any for it, only in a few cases, but on the whole it is pretty high. This quality checking on the individual operator amounts to about the same thing as the control men checking the section heads.

"In this section when we run short of the Western Electric News or the Microphone the operators ask for them because they want one. There seems to be a lot of interesting reading in both of them. The operators say the rest of their families are interested in them."

The Job

"I like this job and I have no complaint to make about it. I like it because I have a lot of people here and I like to work for them, and their personal problems and to work for them because I feel that kind efforts are appreciated."

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?

"I think the plan is wonderful. It has helped certain supervisors a lot who were not quite up to the standard."

2. How has it helped you so far?

"It has helped me to get different ideas from different section heads and I believe it has done us all some good and that's a 'mouthful' at that."

EO

May 2, 1929.
Inspection Branch.
L 866

Questions and Answers to the Interviewing Program, continued

3. Have you changed your method of handling your people since the plan was started?

"Not in the handling of the old help, but we have changed our method of handling our new help. We used to treat them like a supervisor would, now we handle them a whole lot more carefully - more like a father - and we encourage them."

4. Do you think the Company should keep it up and cover the entire Plant?

"I think they should, for the simple reason that it has helped the Inspection Organization and it should help the other organizations. I have discussed the interviewing program with quite a few Operating supervisors and they seem to think it is a very good idea."

5. Are the discussions in the Conferences now more interesting or less so?

"I think the discussions in the interviews are more interesting than before because we get more ideas and at the same time we often bring in discussions that are relative to, but outside of the interview."

6. Has the plan been embarrassing to you in any way?

"None whatever. In fact, if any of my operators have any grievances I think it is their duty to specify."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"I believe the employees are heart and soul in favor of it. It gives some others a line on what the help thinks of their supervision."

9. How often do you think the interviews should be made?

"Every six months. You take the interviews especially around revision time, I should think they would mean a whole lot because an operator is then in a mood to state the things that he would not be inclined to state any other time."

10. Do you think employees will work as hard when not driven?

"Yes. You will get more from help by being courteous than by being rough. I don't think employees should ever be driven."

USED IN SUPERVISORY
TRAINING CONFERENCE

May 8, 1929.
Inspection Branch.

BRANCH

MEETING

DISLIKES

Supervision

No comments.

Working Conditions

"You couldn't better the working conditions very much here because we haven't enough floor space or equipment. We also have a very bad smoky condition. The smell doesn't bother me much. In my opinion this is a very poor place to work in due to the congestion and I am surprised they haven't taken a whole lot more action than they have.

X "If we had different containers here instead of these wooden boxes and there was a rule as to the amount to be put in a box and the size of the boxes, conditions would be considerably better.

"We hear considerable comment on gloves. You see, we have the day and night groups. Sometimes when the operator comes in to go to work he hasn't any gloves. I don't blame the operators for complaining, they are entitled to gloves. One reason they can't keep track of them is because the day and night people use the same lockers and they cannot be locked."

X "We have a difficult problem in getting these fellows to work overtime continually. It tends to create a bad feeling among my boys. I am really imagining this mostly and I guess because some of them will work and some won't. I imagine these men, at least a lot of them that are working, feel that all should share this burden.

"A short time ago I took up a question in regard to broken service with [REDACTED] and he referred it to the Personnel Organization. Since then I have asked about it three or four times but they have never given me any definite answer."

The Job

"I feel the section head in the Inspection Branch should be at least on the same basis with the assistant foreman in the Operating Branch, both in regard to putting them on a par in coming in at 8:30 and as to pay. It is everyone's desire to earn more money and I really believe I have earned more since the last revision, but further than that I don't want to talk about it."

EO

May 8, 1929.
Inspection Branch.
L-807

LIKES

Supervision

"I have a very good opinion of the supervision. I think my supervisor is very frank in showing his approval or his disapproval and in referring to slips you have made. I like a fellow who will come up and raise ---- once in a while if you have it coming, provided he forgets it. One of the group chiefs here said he thought the department head was an awful crab, but now he liked him. That is an opinion a lot of them have at first and is probably due to the expression on his face."

Working Conditions

"We have never experienced any trouble in getting our people to go to the Company Hospital for treatment. However, just recently we had a minor injury. The man failed to report it and it resulted in something pretty serious."

The Job

"I like this work fairly well. It keeps me on my toes. It is new and interesting. It gives me quite a chance to study different people."

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?

"My opinion of the plan is that in the Conference discussion of the interviews I have gained a lot of education on what the employees have for grievances. When they tell it it probably wakes someone up, not only that someone, but it makes other supervisors look around to see if there are some who really have a grievance similar to that. There are some employees who take advantage of it. That is, they have no grievances but they have a grudge against the boss because he has told them of their shortcomings and they take this chance to get even with their supervisor. I am trying one case here now where a fellow thought he was being picked on because he was always the first man loaned out when we were not busy and because of that he hasn't earned a raise this time and he didn't last time either. Now I am trying him out on a better job, but I have told him he will have to make the grade to take advantage of this chance. I have told him the reason why he previously had always been loaned out was because he was not considered as efficient on our work as some of the others. I also have another operator who I am doing about the same thing with."

EO

May 8, 1929.
Inspection Branch.

L807

Questions and Answers to the Interviewing Program, continued

2. How has it helped you so far?

"Answered in Number 1.

3. Have you changed your method of handling your people since the plan was started?

"I don't think I have changed my method so much but I am analyzing the reaction to my decisions now but I believe I have had similar conditions before to those I have now."

4. Do you think the Company should keep it up and cover the entire Plant?

"I couldn't answer that. I think it is a good thing to interview the help and the supervisors and I believe they should interview the entire branch for the same benefit the Inspection has got."

5. Are the discussions in the Conferences now more interesting or less so?

"Some of the discussions on the interviews have been pretty good but some of the points have not been made quite clear and probably couldn't be because we had to assume whether the statements were facts or not. You take after the interview is read, it is always taken for granted the section head is at fault. Of course, if that wasn't done there would be no problem and I guess for the purpose it really doesn't make any difference if what the employee says is true or not. I think I recognized one of those interviews as coming from my place. This operator was a potential 'problem case' and she couldn't make good and we did all we could for her. I have noticed that this same operator is now 'picking' worse than she ever did."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"I think the present plan, putting the men at ease, allowing them to smoke or chew, and to discuss the problems so freely, is pretty good."

8. Do you think the employees are in favor of it?

"I don't know. I can't answer that. I have never asked for or received any comments from any employees."

9. How often do you think the interviews should be made?

"Twice a year the same as the revision. If an operator really has any grievance I think it should be investigated by the interviewer."

EO

- 4 -

May 8, 1929.
Inspection Branch.
L 807

Questions and Answers to the Interviewing Program, continued

10. Do you think employees will work as hard when not driven?

"Yes and no. Some people have got to be driven and some don't. You take one of my men - he has a slow movement. He needs considerable encouragement; but take this fellow right here - he doesn't need any driving. I think we have to know our people. You can learn to know them by their output."

EO

May 9, 1929.
Inspection Branch.
L 404

DISLIKES

Supervision

X "There is one thing I would like to say - I don't know whether it is good or bad practice but I have noticed that some men lose their friendliness for the men working for them as soon as they become supervisors and have some responsibility. I feel a man can maintain a certain amount of dignity without doing that. I think as soon as a man does that sort of thing his men lose respect for him because they feel he is getting a swelled head. My idea is that a man can work his way through the ranks clear to the top and hold the friendship and contact with his men and still be respected. One of our old supervisors who left here some time ago and who now has a much better job; I have noticed every time he comes back here everyone is glad to see him and they respect him. I have seen this tried out several times and I have never seen it to fail. I am not the only one that notices it either, as I have heard others mention about this man and they felt this was an outstanding feature with him." X

Working Conditions

"I don't think we have good enough lighting for this sort of work. I don't know that anything has been done about it. I don't think much has been tried out as you know it is hard to get away from the standard lighting around here.

"In the winter time we have considerable drafts around here because of the doors to the bridges and to the elevators.

"Here is another thing that I can't see why action hasn't been taken on before - this idea of putting fire buckets directly above drinking fountains. Just a little tap on one of those buckets and they might fall off on the fellow's head who was taking a drink, or knock his teeth out, or perhaps something worse than that.

"I have heard unfavorable comments in regard to the rigid physical examination at our Company's Hospital, but that is the Company's policy. I know I have had some good chaps lined up on the job and later found out they couldn't pass the examination. Of course, that's just too bad. I know I had to have myself taken care of before I could get my job. However, my doctor said I probably had this condition all my life, but he said he guessed he had about twenty-five similar cases from the Western Electric Company every year. This doctor said he thought perhaps during slack periods the doctors out here started looking around for possible physical ailments."

EO

May 9, 1929.
Inspection Branch.
L 4 6 4

DISLIKES

The Job

No comments.

LIKES

Supervision

"I know one case where a fellow has been getting along up in supervision pretty nicely. He surely got a good break. Those things sometimes go with the way the wind blows. Of course, his is a case where they needed a man with an education and he got the opportunity."

Working Conditions

"I think everyone thinks well of our Hawthorne Club. It is a mighty nice thing. It keeps a lot of the young people occupied in their spare time when they might be into mischief."

"The quality checking is a mighty good thing. A supervisor can't check enough of the work himself so this keeps the men from being careless and even though a man may be trying to do a good job they will catch it when he slips."

"The A. T. & T. Stock is a wonderful plan and I think it is too bad we can't get more of it. I have had to invest in other stock because I couldn't get more A. T. & T. I think all the Thrift Plans are wonderful."

The Job

"I like this job, it has always been my line of work and I find it interesting. Guess I am doing as well in pay as I have done elsewhere and the prospects are as good here as they have ever been on the outside."

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?

"I think it is a wonderful thing. It is my idea it gives us views of all the problems that we would have no chance to view as it was before."

EO

May 9, 1929.
Inspection Branch.
L-804

Questions and Answers to the Interviewing Program, continued

2. How has it helped you so far?

"I think it has given the supervisors an idea as to the employees' ideas of the supervisors. It also makes the supervisor feel as though he may be out of step and he should correct his habits."

3. Have you changed your method of handling your people since the plan was started?

"No, I haven't changed a bit. I have been a supervisor for twenty years here and elsewhere and I have always felt a man needed to be treated like a human being and I tried to do that. I guess I have changed to the extent of paying more attention to wondering about the reactions on certain things to my associates."

4. Do you think the Company should keep it up and cover the entire Plant?

"I really do. I think it is a step forward."

5. Are the discussions in the Conferences now more interesting or less so?

"I think the interviews are more interesting. It shows the Company is interested in the employees and not only in their own affairs. This I feel is quite some consideration."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"There are improvements coming along from time to time. I don't know where they come from but I haven't anything to offer."

8. Do you think the employees are in favor of it?

"I think they are mighty glad. It gives them a chance to get any kicks they may have off their minds. I am always glad to have an interviewer come in to my men as far as that is concerned."

9. How often do you think the interviews should be made?

"That would depend according to the turnover. I imagine twice a year for a trial."

10. Do you think employees will work as hard when not driven?

"Yes, I do. I think the friendly supervisor, as long as he doesn't get too friendly, will get more from his men. A man who you drive usually won't work unless you drive him. He is like a horse who stops when you don't drive him."

EO

May 10, 1929.
Inspection Branch-M

L 809

DISLIKES

Supervision

X "The most disagreeable supervisor I have come in contact with at the Western Electric was very radical. A radical supervisor is one who goes to extremes in making your work miserable and causes you to wish you were working some other place or that he would get out of the department you are working in. Whenever any of his men wrote something up he'd tell them it was no good and rewrite it using, perhaps, just a little different wording, which hurt a good many men considerably. It would have been different if he would show you your mistake, but he would just rewrite it and say: 'Here, that's the way this should have been written.' X Another thing [he never gave us credit for doing a good job, but he was always there to reprimand us for a poor one.] It seems this fellow got ahead quite well with the Company, but none of us who worked for him could understand why, and we have talked about it considerably. I seemed to be going along good until he became my boss and then I never could please him. He did have some good friends that were good hand shakers and from my point of view they did about the least work. He seemed to delight in 'railroading' a man, that is, to get something on him and then rush to the boss with it when he could easily have fixed it up himself. I think he spoiled many a good man through these tactics. One thing I will give him credit for, he is a good talker and he has a pleasing personality at the first appearance. He'd make a good salesman, where he would only be in a town for a day, but he surely is irritating to work for. I don't believe his advancement is due to drag, I think his ability to put on a good front is what's getting him ahead, but I am glad to see anyone get ahead and I am not begrudging him that."

Working Conditions

"The heat in this place in the winter time is poor. There is not enough heat furnished. Our radiators are usually cold and the room can't get warm. You know they heat the sixth floor first and by the time the steam gets down here it is not very warm any more."

("The Company doesn't seem to give the long service employees enough reward. Of course, I am not a long service employee myself but as I see it the new employees are enjoying about the same benefits as the older ones.")

The Job

No comments.

EO

May 10, 1929.
Inspection Branch.

L 809

LIKES

Supervision

"I like my present supervisor. He seems to be as square as any supervisor I have ever had and he never shows favors to certain individuals, and he is congenial.

"I have only had one supervisor who ever really gave you credit for doing a good job. If he gave you something urgent to do and you gave him exceptional results he'd report back and tell you that it was a good job and he was glad he could depend on you. That's encouraging to a man, even though you know it is your job. It is only a few words and I think it does so much good and it surely doesn't hurt the supervisor to say them.

"You find the supervisors in general whom you deal with in the Inspection Branch today are a great deal more broad minded than formerly. It is a whole lot easier to get them to agree where formerly they argued. Of course, I know our tactics have changed too and we find we get a lot further by being congenial than by sarcasm in any line of work."

Working Conditions

"I haven't anything to say against any of the Company policies. I like conditions as they are here or I would not have stayed so long. I have worked for a number of other concerns and none of them can compare with the Western Electric. The sanitation is one thing, and the way they look out for the welfare of the employees and the steady working conditions. I appreciate the latter very much because I can plan and figure pretty close and it doesn't cause me a lot of worry.

"I am buying A. T. & T. Stock through the Company's plan and this privilege is appreciated."

The Job

"I like my job pretty well. I guess it's as good as any work of this kind that there is. It pays as well as any and carries sufficient prestige, and you can make a wide acquaintance.

"The way I understand the raises are going through, I guess we won't have much grievance around the Branch on pay any more. I have a trade that pays well and I'd much rather work at steady work than on spasmodic jobs, and I feel that I am getting ahead as good as can be expected."

May 10, 1929.
Inspection Branch.

L 809

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?
"As far as I am concerned I think it is a pretty good plan. It allows the employees to get out their petty grievances, which they would never get any other way."
2. How has it helped you so far?
"I believe it has helped me correct some of my faults."
3. Have you changed your method of handling your people since the plan was started?
"I think I am handling them about the same."
4. Do you think the Company should keep it up and cover the entire Plant?
"It would be a good policy to keep it up."
5. Are the discussions in the Conferences now more interesting or less so?
"I think the discussions on interviews are more interesting. We have more actual cases to work on now than we did before."
6. Has the plan been embarrassing to you in any way?
"No."
7. Have you any suggestions for improving on the present plan?
"No, not at present."
8. Do you think the employees are in favor of it?
"Yes, I think they are for reasons as I answered in question number one."
9. How often do you think the interviews should be made?
"That depends on how fast the Personnel can get around. It wouldn't pay too often. At first, perhaps, once in six months but later on once a year would be sufficient."
10. Do you think employees will work as hard when not driven?
"I think they will work harder. Before we had the bogey scheme we used driving tactics but we get a lot better results now and we don't have to resort to the driving tactics."

EO

May 17, 1929.
Inspection Branch.
L-810

DISLIKES

Supervision

No comments.

Working Conditions

"The toilets are not kept as they should be, but I know they are cleaned good every night and I also know if the employees did their share they would not be as they are. We have informed all of the employees to use the equipment as it was intended.

"We are temporarily bothered with smoke but I understand that will be taken care of.

["I have heard some unfavorable comments on the Hawthorne Club Store, that the personnel is not as accommodating as it should be. They don't seem to care a ---- whether you are waited on or not.] I believe they should have a man down there like the one now in charge of Storeroom 6200. I also think a change in some of the personnel of the female help would do a lot toward better service.

"I believe all the section heads should be put on a weekly salary just the same as the Assistant Foreman in the Operating Branch. I believe that they should be put on a par with the Assistant Foreman, and also with the Section Heads in the Production Branch who are nearly all on the weekly roll."

The Job

X "I feel that I have had sufficient experience to handle some of the jobs to which other men have been upgraded recently." X

LIKES

Supervision

"There is really nothing so exceptionally bad in regard to any of the Inspection Branch supervision as I see it.

"I surely would like to see our present superintendent there for some time. I have heard it rumored he is to go to Baltimore or somewhere else. The reason I say this is I think that he has done a great deal more for the employees than any other, with the possible exception of the previous superintendent. I mean he has been able to get

EO

May 17, 1929.
Inspection Branch.
L 610

LIKES

Supervision, continued

more money for the employees. I believe the majority of us think he did an exceptionally good job. He is a man who is a leader. At least more so than most of the men who previously held his job.

"All the improvements in methods, and other items requiring purchases of safety equipment have been given hearty support by my superiors.

"As far as my previous Department Heads are concerned, I worked for four of them and I can say a good word for all of them."

Working Conditions

"The working conditions are fair. The light, heat and ventilation are all right except as I mentioned above.

"Quite recently one of the employees in this place was hurt. He was taken care of at the Company's Hospital. I have been over to see him and from the word he has given me and from what I have seen and the opinion I have, I believe he has it better there than he would have in any private hospital.

"I believe the task and bogey is good for the Company and the employees. I know before this system that the employees were not turning out such a quantity of work as at present. I also think it has increased their earnings, from ten to thirty per cent; and that it instills interest in the employees to attain a still higher efficiency to earn more money."

The Job

"I really haven't much to complain about in regard to this job. I think I have been treated pretty good."

Questions and Answers to the Interviewing Program.

1. What is your opinion of the plan?

"I think it is a good scheme. It has made a lot of fellows sit up and take notice that the proper way to deal with the help is to lead instead of driving."

EO

May 17, 1929.
Inspection Branch.

L 810

Questions and Answers to the Interviewing Program, continued

2. How has it helped you so far?

"I have learned that the management wants us to treat our employees the way we would like to be treated."

3. Have you changed your method of handling your people since the plan was started?

I have a little with my supervision. I have spoken to some of them to tell them that the help is human and wants to be treated that way, and that they can get more by leading than by driving them."

4. Do you think the Company should keep it up and cover the entire Plant?

"I think so and there is no reason why they should not as long as it's started they should go all the way through. I believe you will have as many complaints in one branch as another and what's good for one employee in one branch should be good in another branch."

5. Are the discussions in the conferences now more interesting or less so?

"I'd rather have the interviews. They are more interesting and invoke more free discussion."

6. Has the plan been embarrassing to you in any way?

"None whatsoever."

7. Have you any suggestions for improving on the present plan?

"Yes, I can say this, when the interviews are being taken the supervisor in charge of the men should try to put everything at the disposal of the interviewer and try to help the whole program."

8. Do you think the employees are in favor of it?

"Yes, very much so. They can make complaints that they have to make which they would not make to their superiors for fear of reprisals."

9. How often do you think the interviews should be made?

"At least yearly."

10. Do you think employees will work as hard when not driven?

"Sure they will, at least ninety-eight per cent will. There are some that have to be called in regard to being lax in their work and conduct and who take advantage of good supervision."

EO

May 28, 1929.
Inspection Branch.

L-811

DISLIKES

Supervision

No comments.

Working Conditions

"Our biggest complaint seems to be on lighting. We have bench lights and they are very good where they can be used, but the ceiling lights are not strong enough to throw the light on the work. I haven't spoken to anyone yet in regard to it. I can't say why, but it may be that I know that on my previous job I complained considerable and nothing was done so I haven't been encouraged very much to say much. I have made mention of it, but I mean I have taken no real action as to trying to get the condition remedied.

"I have had quite a few complaints in regard to pay by my employees. They feel they are not getting sufficient compensation for the kind of work they are required to do by comparison with others in the branch. I have one man who was transferred to my group because he thought this job being of its present caliber should offer him better pay. He tells me that the men in his former group are now earning more money than he is and he feels it is unjust."

The Job

No comments.

LIKES

Supervision

"Personally, I haven't seen much wrong with Inspection Branch supervision. Everything has been satisfactory to me. I have always considered the treatment I have got satisfactory. I feel that the supervisors have handled the situation at hand quite correctly. I have seen supervisors go up in the air a little, but I feel they were justified and I certainly didn't see anything wrong in it."

Working Conditions

"Other than I mentioned above they are very favorable."

EO

May 28, 1929.
Inspection Branch.

The Job

"I like this job because it is interesting work, and it is broadening my experience."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"I think it has done a lot of good. I haven't seen any harm come from it."

2. How has it helped you so far?

"It has done me good in this way - it has brought to my mind what is expected in relation to employee and supervisor. I don't know but I was always more or less easy-going. I never was a man who would step on my help as much as I felt it was expected I should."

3. Have you changed your method of handling your people since the plan was started?

"I always try to be as frank as possible, but I believe I have devoted a little more of my time to the employees since we have started this program."

4. Do you think the Company should keep it up and cover the entire Plant?

"I do, for the same good it has done in the Inspection."

5. Are the discussions in the Conferences now more interesting or less so?

"I think you derive more benefit from the interviews."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"I have heard no comments in regard to it."

9. How often do you think the interviews should be made?

"I believe it would be advisable to interview again, but I can't say when to get an idea of the change of thought that would also serve as a means of measuring the accomplishments of the program."

EO

-3-

May 28, 1929.
Inspection Branch-M

L-611

Questions and Answers to the Interviewing Program, continued

10. Do you think employees will work as hard when not driven?
"It all depends on the character of the employee. I think
on the average you will get better results without driving."

EO

June 1, 1929.
Inspection Branch.

L-812

DISLIKES

Supervision

No comments.

Working Conditions

"There is a great deal more work in the summer time on this job. It requires a great deal more study and it increases our worries a bit. The Engineering Department is working up some scheme now to eliminate this. We are getting data for them on it.

"The men complain of the cold in the winter time because so many use the doors to go in and outside but I understand this will be taken care of by next winter.

"I think the toilets could be better handled as regards sanitation and cleanliness. I think there should be regular inspectors to see that everything is in shape. As it is they leave it to the janitor. I know the supervisors can report it but we are often so busy it slips our minds quickly.

"Yesterday one of the men was telling me he had applied for a certain job that he knew was open. I know the job did not require any more education than this man had. He was told the job was being held open for a man to be hired from the outside who had experience on that particular line of work. Although this man had no experience on the work, I think his Western Electric shop experience had ought to set that off enough to make it possible to warrant training him to give him the experience he required. I don't believe this fellow is in bad because he has been getting some pretty good raises right along, so I guess it is just as he says - a matter of stalling him off."

The Job

No comments.

LIKES

Supervision

"I have never had any obnoxious bosses, you might say, in

EO

June 1, 1929.
Inspection Branch.

L-812

LIKES

Supervision, continued

my experience. The supervisors in the Inspection have been far superior to the Operating Supervisors. I believe they are more lenient with the inspectors than they are with the operators. I used to be in the Operating myself, and as an operator I know that was my experience, but that was many years ago. When an inspector makes an error, or if he comes in late, there isn't so much said. You might be talked to a few times but that's all and also, the employee is allowed more freedom to move around. The nature of this sort of treatment, of course, depends on the job. I mean a man might be able to have a relief for a few minutes, or even disappear for a few minutes without it being noticed. On conveyor jobs in the Operating Departments you would get covered up if you didn't insist on the men being on the job every minute on account of the work coming in all the time.

"When I was in the Operating the work became very slack, and they took care of some of the employees but the rest of us got laid off. I went to the Employment Office and got the job here in the Inspection.

"There is some complaint by the subordinate supervisors because of a lack of cooperation. The Department Head in his drive to reduce day work time has created quite a problem. The section doesn't seem flexible enough to take care of the peaks and the low points in production. One of the subordinate supervisors did not want to carry the delay time during the low periods of output and then have his gang drained during the peaks - and we have had some wonderful times. I have got these fellows pretty well rounded up now so that many who used to carry the brunt of the load don't have to any more, and I told them I look at the work of the section as a whole more so than each individual gang. I also told them they would have to spread their difficulties, and I believe we get along much better now than we ever have before. Our situation is peculiar but we have to meet the peaks. We have asked for cooperation from the Operating Department and they are trying to give us an even flow, but even now we have to keep a few extra people around for there are times when we would get covered up."

Working Conditions

"The lighting, ventilation, heat and all that are very good, and as good as anywhere.

EO

June 1, 1929.
Inspection Branch.

L-812

LIKES

Working Conditions, continued

"The Hawthorne Club Store prices are quite favorable. Other than that my men keep to themselves a great deal how they feel about the Club."

The Job

"I like this job all right. There is a variety of work and the contact we have with other organizations and with all this new work makes it very interesting."

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?

"I think it is improving the method of supervision. They are getting the views of the employees. Of course, the supervisors get a log of employees' views, but I think the employees still talk a lot among themselves and the supervisors don't get the real thing."

2. How has it helped you so far?

"I'll say I have got a lot of good out of it but just how I can't say. I have advantage of the viewpoint of other supervisors, and their experience."

3. Have you changed your method of handling your people since the plan was started?

"I now have a great deal more people and while I don't know all the conditions as well as I formerly did I believe I devote more time to investigating things that come up, a great deal as we have been doing in our conferences."

4. Do you think the Company should keep it up and cover the entire Plant?

"I think you fellows know more of the effect of the interviewing than we do, but from my own experience I know it has brought up a lot of undesirable conditions and it ought to do the same in the other branches. Now that other branches have adopted the bogey system it is possible that their employees should be given a chance to express their grievances whether they are real or imaginary."

EO

June 1, 1929.
Inspection Branch.

L-812

Questions and Answers to the Interviewing Program, continued

5. Are the discussions in the Conferences now more interesting or less so?

"I think the interviews are more interesting and have proven of more value. I am kind of hazy now on the former lesson assignments but I note the interviews have brought out more discussions. I would like to have a mixture of the lesson assignments again. I heard one of the supervisors say he thought the interviews were getting to be somewhat of a repetition. I agree with him on some of his points. I would like to bring in some of my ideas but I haven't been on this class of supervision long enough that I feel I have much to offer.

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"I think they are because it gives them a chance to tell their troubles to somebody other than a supervisor. It gives them the satisfaction of telling someone what they think of their jobs and their working conditions. I really haven't heard these comments and I arrived at those conclusions merely from what I observed."

9. How often do you think the interviews should be made?

"I think for old employees once a year; after they have been here ten years and up perhaps once in two years, because if a man has been here that long he should know conditions."

10. Do you think employees will work as hard when not driven?

"When you start driving you have got to do a lot of supervision and I believe most of the employees do better if you don't drive. Of course, once in a while we ask them to step on it, especially when we are jammed."

EO

June 6, 1929.
Inspection Branch.

L 813

DISLIKES

Supervision

X "There is one thing I don't like about a certain Department Head, that is he comes around a few minutes before quitting time to snoop around and see if everyone is working. I remember one Saturday noon he came in, and you know how we are expected to be cleaned up, and he sure did raise a lot of ----. He said, 'What the ---- do you call this, these men cleaning up should do that after working hours,' and he said that so loud everyone could hear. I am telling you it made me feel so badly I felt like quitting right then. Who could you get to do that cleaning up after the whistle? I am wondering if we aren't supposed to allow the employees a few minutes to clean up like that. I know they all do it. In the Operating Branch they are always allowed fifteen minutes for that. X

["Another thing that occurred to me, I was called up on the bench and I was told that I was sour on the Inspection. I don't know where they got that information but it was a lot of beloney. I couldn't get the supervisors to tell me where they got the information.] I explained that I was active in my work and in social activities connected with the Inspection Branch, and then they couldn't even show me any place where this sourness was in evidence. I think they should be able to show a man when they call him on such a thing. If I was so sour I wouldn't be working in the Inspection. I was considerably hurt by that.

"One time one of the supervisors in another branch promised me that he would use me on a job that carried a higher grade than the one I held and it would also enable me to get better pay. I spoke to my supervisor about it and explained to him that I'd like to get it. After he talked to me he sent me to his superior. This superior said he thought I had a grievance against my immediate supervisor. When I assured him that was not the case he told me that I should wait a few weeks, which I did. I then went to him again about it and he said that he had decided not to transfer me. I was sore because I didn't get that. Their reason for not transferring me was because they had no one to take my job at that time. We were very slack in our place and I couldn't understand it and I told this supervisor from the other branch that I couldn't understand it, that I was disappointed as I wanted to go badly. This supervisor from the other branch took it up to his superior explaining the circumstances, saying that I was extremely discouraged with my advancement

EO

June 6, 1929.
Inspection Branch.

L 813

DISLIKES

Supervision, continued

and that he wanted me and that he was offering me something better where I would be of more service to the Company and to myself. I understand this boss took it up pretty high and they assured them that they also needed me and that they had something good in view for me. Whatever they had in view I guess never materialized as I didn't get a job or a raise in years after that and I think I was held down, as I suffered considerably until about last September when I got this job. Now it seems the supervisor's attitude and all his subordinates changed. I don't know if the supervisors on this other job have changed too, but I know by comparison my supervision now is much broader in their way of handling employees. These other supervisors must have changed too, for they were entirely too hard on the employees."

Working Conditions

X "The only real complaint we have on working conditions is the congestion and that's about the only thing my employees comment on unfavorably. My girls especially complain because quite a number had to crowd between places and it is extremely hard on their hose as they snag readily. I know the Company is doing the best they can for us and it will all be taken care of soon. X

"Our time clock was very inconveniently located, but I have made a temporary arrangement now and that has lessened another complaint.

"These employees feel it takes them too long to pay up the A. T. & T. Stock. Several have become entitled to more shares since the revision and they have all taken all they can but they have commented on the length of time it takes to pay it. There is a rumor that stock is going to sell to employees at one hundred and fifty dollars. I am wondering if they would not allow us to pay one dollar a week on a share if that happens.

"What are we going to do when the operators reach the maximum grade and efficiency? I believe it will be extremely hard to keep them satisfied then, and I am afraid they will feel the bogey don't mean anything then."

The Job

No comments.

EO

June 6, 1929.
Inspection Branch.

L-813

LIKES

Supervision

X My present supervisors in every way are broader. They seem to know better how to handle the job and the help, and especially the latter. My idea of the proper way to handle help is to keep in contact with them and keep interested in them. I notice that the employees on the previous job always felt their supervisors were knocking them while here the supervisors talk to the individuals more and it tends to pep up the employees and in general there is better harmony. It is easy to see the difference. You know the girl operators are very keen to notice if their supervisor passes them up without saying good morning, or at least something.

"Since this interviewing started the supervisors are altogether different. They have changed, for you can see it. They seem to show more respect for everything. They surely do." X

Working Conditions

"Other than what I said above, working conditions are satisfactory.

"Although all of us can't go on our vacations at the same time, I will say that the present arrangement has caused no inconvenience and that our operators are all getting a vacation at a time which is satisfactory to them.

The Job

"I like this job because it is right in my line. I have studied this in school and it is the sort of work I requested when I was hired. The work I was doing was supposed to be similar - Ha! Ha! The only grievance I have had in regard to advancement was when I was refused the job I had lined up but since I got this job I have become very much satisfied and I have been given a seven dollar increase in pay."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"It is a darn good thing because it has permitted the employees to make a clean breast of things and even though some may exaggerate conditions it gives them relief and it has created more harmony, better employees, and better supervision all the way up the line and I believe we all get a more square deal."

EO

June 6, 1929.
Inspection Branch
C-813

Questions and Answers to the Interviewing Program, continued

2. How has it helped you so far?

"I have got different ideas from other supervisors and I have learned the good and bad points on how supervisors have handled employees. It makes it easier to determine how you would handle similar cases and it will help you to correct some of your own faults."

3. Have you changed your method of handling your people since the plan was started?

"I am following the same method I have always followed. I have always felt to treat your employees fair and square will get you better results, but I feel there is always something you can polish up on, but as I say, it has always been my policy to keep the employees well satisfied and contented and you will get better results."

4. Do you think the Company should keep it up and cover the entire Plant?

"From the lot of good it has done in the Inspection I think they should give it to them all. I know in most all the sections the people have commented that supervision is now so much better. Of course, some think it is because their bosses have been changed around, etc."

5. Are the discussions in the Conferences now more interesting or less so?

"I think the interviews are better, for the simple reason we have facts, while the other was a supposition. I feel we have practically covered almost everything by the interviews so far. I think they have been well selected and we have discussed practically every possible sort of interview; every like and dislike any employee could have in the Western Electric Company. So far I don't feel that I have failed to learn something in every conference. I have learned a little in each."

6. Has the plan been embarrassing to you in any way?
"No."

7. Have you any suggestions for improving on the present plan?
"No."

8. Do you think the employees are in favor of it?
"I think they are. It seems to tell the interviewer their likes and dislikes gets a load off their chests. My people tell me

EO

June 6, 1929.
Inspection Branch.

L-913

Questions and Answers to the Interviewing Program, continued

a lot about one of their former supervisors and I imagine they tell the interviewers plenty about him too. You know it makes the employees feel someone is taking an interest in them and in their story and that it is getting up higher than just to their Section and Department Heads where it formerly stopped."

9. How often do you think the interviews should be made?
"Every six months would be sufficient."

10. Do you think employees will work as hard when not driven?
"You can only get results by leading. You never get anywhere by driving."

June 11, 1929.
Inspection Branch.

L-814

DISLIKES

Supervision

X "This idea of supervisors in the Inspection Branch advancing men merely because they have a college education is being too strongly stressed. However, I appreciate the fact that those who are trying to educate themselves are being given due consideration. X

Working Conditions

"The only trouble we have in regard to working conditions is in the winter time, because of cold and drafts due to the doors frequently being opened.

"Another thing a lot of the employees have felt that we ought to have fans installed in any enclosed space like this. The heat is bad and there is no air in circulation. I know that has been taken up before I worked here but I don't know of anything ever having been done about it.

"The other day one of the fellows was off sick and the nurse visited him at his home and told him that he should report to the Company Hospital next week. He told her he was out on his own time and that he could not afford to be out much longer and that he was especially anxious to get back to work so she told him then that he might report tomorrow. The nurse knew when she called on him that the Company was not paying him. You know, that makes it look to me like when you are out on the Company's time they hurry you back while if you are on your own time they take their time."

The Job

["It took me twelve years to get this job, which I, personally, feel I could have held down four years previous. I know of men who have broken service with the Company, yet they have progressed ahead of me, but they had a pull with one of the superior supervisors.]

LIKES

Supervision

"I can't say there is anything radically wrong with Inspection

EO

June 11, 1929.
Inspection Branch.

LIKES

Supervision, continued

Branch supervision. There are things that come up that give you a rub but I don't believe that is always due to supervision. Of course, there are different ways of looking at it.

X "Times have been a great deal worse around the Inspection in regard to supervision, but that is gone now and I don't care to say much about it. At present it looks to me as though the Inspection supervision is improving, and also, they are being given a better chance and I believe there is an attempt to put Inspection supervision on a par with the Operating, but that is all right. X If anything, I believe we should be higher rated because Inspection supervisors are required to use more judgment. I have no complaint in the last two years in regard to supervision as I have been treated very fine and sufficiently so to make up for the past."

Working Conditions

"We never have any trouble with regard to working conditions except as I mentioned above.

"We have task and bogey on most of our jobs. It is really very hard to set, but I have heard no complaints about them."

The Job

"I think this job is great. You don't have such a standard of routine to follow and you have a great variety of conditions existing every day. It affords a man a big chance to broaden his knowledge and practices.

"I have no grievances at all in regard to my pay at the present time."

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?

"I think the plan has done a great deal, both for the Company and the employees."

2. How has it helped you so far?

"It has helped me to see myself, and it has helped to show and teach me what is wanted, which I might not have seen otherwise."

EO

June 11, 1929.
Inspection Branch.
C-614

Questions and Answers to the Interviewing Program, continued

3. Have you changed your method of handling your people since the plan was started?

"I have, I believe, in certain respects. One thing, I see that the employee does not develop any grievances either against the Company or his job."

4. Do you think the Company should keep it up and cover the entire Plant?

"I think they should. It would give everyone a chance to see their shortcomings and a chance to realize what it is all about and to overcome themselves."

5. Are the discussions in the Conferences now more interesting or less so?

"I think the interviews are less interesting than the former subjects we used. I don't believe the interviews are discussed in the right light. I mean the conference members feel that, perhaps, the party interviewed was not speaking the truth. If we decided all the employee said was a fact and strictly held to that, it would be better."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"Personally, I have heard no comments either for or against it."

9. How often do you think the interviews should be made?

"I think about once in six months. About that often a man will change his mind. The interviews should at least be made as often as the supervision is changed."

10. Do you think employees will work as hard when not driven?

"They will work harder. That has been my personal experience and my personal attitude."

EO

June 11, 1929.
Inspection Branch.
L-815

DISLIKES

Supervision

X "I feel that the Company is losing some real money by submerging men with real ability and real ideas. Some companies I know of select men for jobs in a way that I think is very good. They have definite plans arranged sometimes as much as two years ahead, outlining all the jobs open and moves that will be made. The openings that will become available are published with a brief outline of the requirements of the job and then every man with a certain amount of experience, service, and of certain rank may compete for the job. The selection then is made by men whom none of the men know, by giving men tests and examinations. I like this arrangement because it permits a man to definitely fit himself for a real job. If he feels correspondence or mathematics are paramount in getting the new job he stresses those subjects. X

["I am wondering just what the Company expects of personality as applied to supervision. You know, if I actually knew what was wanted it would be easier to give them that. For instance, do they want 'Yes' men? What good is a 'Yes' man, if he 'yesses' you he is 'yessing' the other fellow too, and personally I like to deal with a man who is honest with me no matter how it affects my interest."]

Working Conditions

"We have some trouble due to drafty conditions in the winter time.

"Our lighting is also very poor. With the new light installation I understand the lighting will be greatly improved.

"Another thing, our toilet is very untidy. I'd like to know why this is permitted. The bowls are continually flooded and I do not wonder that the plumbers find trouble in keeping them in operation.

"I feel that we should have more lunch counters before real service can be provided."

The Job

"I am hoping for advancement, but whether that will mature I don't know. It seems a shame that a man of my age should not be given further advancement."

EO

June 11, 1929.
Inspection Branch
L-815

DISLIKES

The Job, continued

I might say I feel the Company would benefit more by offering advancement to me."

LIKES

Supervision

"I personally have been treated very good by all of the supervisors that I have reported to."

Working Conditions

"I believe if we had more loud speakers installed throughout the Plant more pleasure would be derived from this form of entertainment. I think the speaker is a wonderful arrangement. I wonder if it would be a very expensive item to install more of them?"

"The Company's policy in permitting smoking on the bridges, I think, is a fine thing. It gives the boys a chance for a whiff before they get on the street cars."

The Job

"I like the work I am on very much because it is of an experimental and development nature and of precision in quality. I am very well satisfied with the pay I receive."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"Well, I feel the Company will gather a great deal of data which they might not otherwise obtain and which can, no doubt, be used to formulate routines and policies."

2. How has it helped you so far?

"It has helped me because it has given me a better insight as to other supervisors' problems and opinions which I try to use to advantage in my own supervision work. You know, when I sit in on these conferences I always picture to myself how their methods fit my job, and if I differ in my opinion I always listen closer to hear what their discussion brings. I think a great many things are brought out in these conferences that help to clear a supervisor's viewpoint."

EO

June 11, 1929.
Inspection Branch.
L-815

Questions and Answers to the Interviewing Program, continued

3. Have you changed your method of handling your people since the plan was started?

"I think I devote more time to the personnel end of my work. I try to interest myself in the man as an individual. I make it a point to talk over his particular work and incidentally any other interests he may have and I have actually found I get better cooperation."

4. Do you think the Company should keep it up and cover the entire Plant?

"I don't think so. You have a representative number of interviews already. I don't believe there is any material difference in the conditions of other branches. By conditions I mean the employees' relationship with the Company."

5. Are the discussions in the Conferences now more interesting or less so?

"I like the interviews better as they represent to me a real problem."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"Only one thing, I'd like to suggest that about ten minutes before the conference starts there would be some means of notifying the conference members by telephone so that we would not let it slip our minds."

8. Do you think the employees are in favor of it?

"I believe they are. It gives the employee an opportunity to express his likes and dislikes concerning his present job."

9. How often do you think the interviews should be made?

"I believe once a year would be sufficient."

10. Do you think employees will work as hard when not driven?

"I think so. I believe the average man is appreciative of good treatment and will respond accordingly."

USED IN SUPERVISORY TRAINING CONFERENCE

BRANCH Inspection
MEETING Military No 22
DATE Sept. 1929 Par. X used.

DISLIKES

Supervision

X "I feel that all the supervisors should follow the 'Golden Rule', to treat others as they themselves wish to be treated, which all the superiors are not doing at the present time. The superiors expect the Section Head to carry out the Company's relationship with the employees. I feel that they, too, should at least carry out the same relationship with their subordinates. X I feel the Operating Section Head and Group Chiefs get more consideration from their General Foreman than the Section Head in the Inspection gets from the Division Chief. When an Inspection Division Chief hears of any man making an error he seems to feel that the Section Chief should lay the man off. One of the Division Chiefs I know used to instruct his Section Heads to practice asking the employees impertinent questions.

"Another point I think is wrong is when the hiring rate is increased on new employees it puts the Section Head in an ugly position in trying to keep his people with more than ninety days' service that have been hired at the old starting rate satisfied and contented. I'd suggest rerating all the employees who fall in that class who were hired at the lower rate. I will give you an example, the girls' hiring rate was thirty-five cents an hour and as this rerating was more or less out of date and it was not being practiced; and after these girls had been here about four months the starting rate was raised to thirty-nine cents and the employees hired after that time having a higher rate resulted in the girls with the four months' service getting less pay than the new employees and yet in many cases they were doing higher grade work, and I feel it is more or less an impossibility to get them rerated. I took this up with the Department Head, that is, I merely called it to his attention.

X I don't believe the superiors pick talented men for their jobs. When they go to pick Section Heads they don't give enough thought to the studies the present Section Heads are taking up or what the Section Heads have special talent for. I don't think I ought to be on the sort of work I am on at all, I ought to be on another job. One reason I have always been more or less interested in this other work I have in mind, I have taken three courses to fit myself for this work. I have not spoken to anyone about this but I feel my superiors know about it from my personnel records.) I wonder if they really do recognize the

EO

June 11, 1929.
Inspection Branch.

L-816

DISLIKES

Supervision, continued

Hawthorne Club Evening School enough?

X "I also feel the Section Heads are kept on one job too long. I have been on this job six years and I think that time on this job is plenty long enough."

Working Conditions

"I have heard comments from employees that they felt our Cold Treatment does them more harm than good.

X "My own opinion, and I have also heard comments from others, is that we feel the Company's Restaurant prices are much too high. X

["I think they ought to do more in regard to the Hawthorne Club School. They could have classes at least two nights a week. At present a man only gets fifteen hours per semester. I also think there is a need to pick more capable instructors.] One of the instructors in one of the classes I was in recently was no good. He didn't know his stuff. Then in one of the other classes I thought I had an instructor who was exceptionally good.

X "There are men working in my place, maybe task and bogey setters, or cost reduction men, that cause a lot of comment merely because of their appearance of loafing and sitting around. My people see that and especially the new operators, and sometimes the Division Chief tells us about it.

"I think the Section Head should be on a weekly payroll. That would make the job more desirable for other people to try to get and it gives the Section Head a feeling of greater responsibility."

The Job

X "The only grievance I have about the job is that I feel I have been on this job too long. I have a sort of a grievance too because I was told at rate revision time I was being penalized because of the quality of the job being too low to suit one of my superiors and that penalty was never lifted although the quality of the job has improved and it is a job that has always had a low quality rating."

EO

June 11, 1929.
Inspection Branch.

L-816

LIKES

Supervision

X "Things have surely been made much more agreeable to the Section Head. His superiors usually recognize him at the present time."

Working Conditions

"I'd say that working conditions are exceptionally good."

X "I like the Savings Plans, especially the A. T. & T. Stock. That plan was instrumental in me owning my own home. The weekly payment plan on this insurance is also good. I think it is also a good plan for a man paying for his own home to take up a short term policy to cover the balance of the payment on the home so that in event anything happened to him it would be taken care of. I'd suggest the Mutual Insurance Company put in a Mortgage Redemption Plan similar to the one the Prudential has. I think if the Phoenix would put a thing like that across it would help our Company because the widows of the employees would be better taken care of in the way of finances."

The Job

"I like this work because of the variety of work handled."

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?

"I think the plan is very good. We bring out points that would otherwise not be brought out. It also helps the supervisor to see himself as others may see him."

2. How has it helped you so far?

"It has helped me about as I answered question one."

3. Have you changed your method of handling your people since the plan was started?

"I have changed some. I have tried to follow the policy of the Company closer."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes. In fact, I suggested that to the former supervisor when I was interviewed by him."

EO

June 11, 1929.
Inspection Branch.

L-816

Questions and Answers to the Interviewing Program, continued

5. Are the discussions in the Conferences now more interesting or less so?

"I think the lesson assignment was really more interesting. It seemed more practical and every suggestion was better covered and we arrived at more definite conclusions."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"Yes, I think so because they get an opportunity to relieve their feelings."

9. How often do you think the interviews should be made?

"About once a year. I think that gives enough time for the employee to get their grievances together."

10. Do you think the employees will work as hard when not driven?

"Yes. Why it is human nature to do more work when you are in good spirits. When you are driven you only do what you have to do and when you are not you do all you can."

EO

June 13, 1929.
Inspection Branch.

L-817

DISLIKES

Supervision

X"For one thing, a number of years ago we had a Department Head here who I don't think stuck up for the rights of his people enough. I think he was easily misled by others, especially as to the grade numbers of the inspectors. I feel our inspectors are not graded high enough, that is by comparing them with other inspectors. XOur boys had 110 and 111 grade, which compares favorable by the work they are required to do with men on grade 114 work. I think my present and my immediate former Department Heads have been in on this. Our present Department Head succeeded in bringing one job up a notch. I feel they ought to make a study of these grades and compare the jobs one with another and see if justice is being done. I recently loaned two of my operators to another section and they were on work two grades higher than they were here and they made good. I know very well I could not use these operators on this particular work I have in this section on the grade they worked on in there. Now then, either one of these jobs is graded wrong about two grades.

"Another thing, I can also take any of the Operating Department Gang Bosses' jobs and I'll bet I'll handle it better than they do, yet their minimum rate of pay is one dollar and twelve cents an hour, and I fall below that even with my last increase. ~~These Gang Bosses hardly knew the difference between a red ticket or junk ticket.~~ It seems like all they need to know is the routine of their jobs, while they expect the Inspection Section Head to know everybody's job."

Working Conditions

("Our biggest complaint is in regard to cold drafts in the winter and cold weather. There seems to be so much cold air coming in through the door. I know time and time again all winter we had girls off because of colds. They also don't give us enough heat. The Operating Department and I have done all we could to get more steam. One day recently it was very cold here and our people were complaining and the girls wore their coats; so we requested steam. We were told that we would not be able to get any steam as the rule was, 'No heat after June first.' The Operating Department boss took it up higher but we don't get any steam."

EO

June 13, 1929.
Inspection Branch.

L- 817

DISLIKES

Working Conditions, continued

X "I don't think we have enough toilet facilities to accommodate so many people as we have. Quite a few of the people say the place is always filled when they go there. Our Operating Department uses it too and they are handicapped in the same respect. I don't believe anything has ever been done. X

["The locker situation is terrible. Too many people in a single locker, as many as three and four occupy each one. I don't believe anything is being done on that. Recently they moved part of our job from here and that had a tendency to improve conditions.]

"We are also so far away from Storeroom 6200, and we don't have time to get over there and back during the noon hour and the store isn't open any other time to accommodate us.

"Another thing is the Hawthorne Club Store doesn't really serve us as well as it does the majority. I know many of our people don't get to see any of the merchandise displayed because we haven't time to go over to the main store. They can hardly accommodate any of the employees because the store is arranged in such a congested place. The store, the lockers and the punch clock are all in a short space on that main aisle.

"I have also heard employees complain about the lunch counter. I know the cashier personally and she often tells me that business is bad some days and good others. The reason many don't eat there steady is that they have the same menu day in and day out. About the only change is in the soup. I think if they had a bigger variety of hot dishes our people would be better satisfied.

("Some of the people who took the cold treatment have said they felt worse as soon as they took the treatment. I don't know why they felt that way. I have never heard any favorable comments in regard to that treatment.")

The Job

No comments.

EO

June 13, 1929.
Inspection Branch.

L-817

LIKES

Supervision

"In the past few years it seems to me our supervisors have taken an interest in all we are doing and they know when you do a good job. They seem to have much better contact, and I believe it is also due to this weekly result report and the reports furnished them on task and bogey."

Working Conditions

"A lot of the fellows like this new book called the "Safety Worker" because it continually keeps safety before us.

"The task and bogey is a good thing and has speeded up production, and it also shows which are the good and which are the bad men from a chart. The employees like it because they are paid for what they are doing. It eliminates the possibility of getting good pay because of a standin with the boss."

The Job

"I like this work first rate. I am reporting to a very fine man and I get a lot of cooperation through the Operating Department; that is some of the reason why I like it."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"I think it is very good. You get the real facts, and thoughts of the individual. It gives you a chance to see things the employee means that we would never see any other way and also it has done considerable for the welfare of all employees."

2. How has it helped you so far?

"It has at least helped me fifty per cent. There are always things that have been brought out that have broadened me out."

3. Have you changed your method of handling your people since the plan was started?

"Very little, because I always made it a practice to treat everybody else as I like to be treated myself."

EO

June 13, 1929.
Inspection Branch.

L-817

Questions and Answers to the Interviewing Program, continued

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes, I think so. I think it would do a lot of good because you could find out a lot of conditions and it would help where help is needed."

5. Are the discussions in the Conferences now more interesting or less so?

"I think they are more interesting because you have cases that you do not know how to dispose of and by the interviews being drawn into the ring you get to look at things more than just your own way."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"Well, some think it is a lot of foolishness and others think it is a good thing. The ones who think it is foolish say it is just a means of taking a rap at the supervision."

9. How often do you think the interviews should be made?

"At least once a year. A lot of things can occur in a year's time."

10. Do you think employees will work as hard when not driven?

"Yes, I do. If a fellow shoots straight with an employee, treats him as he should, talks to him and does all he can for him, he will take a liking to his boss. That and the fact we have our bogey makes our employees want to do all they can for themselves and the Gang Boss."

June 13, 1929.
Inspection Branch.

L-818

DISLIKES

Supervision

No comments.

Working Conditions

"There is only one complaint from my people, and that was due to our section being cold in the winter time. This condition is caused by the draft from the bridges and also because we can't get enough steam during the cold weather."

The Job

"Some time ago I had grievances with the Company but at the present time I am satisfied with my advancement and pay."

LIKES

Supervision

"My past experience has been such that I cannot see anything wrong with my supervision, or any that I have observed in the Inspection Branch. I have got along fairly well in all of my years with the Company. Most of the time I have been a supervisor. The reason I feel for getting along so well is that I always got a lot of chances and I always managed to get supervision and I learned a lot of interesting routine by learning the ropes in the various organizations. At no time was I kept on the bench as an inspector on a job longer than three months."

Working Conditions

"The conditions in general are ideal as to light, ventilation, cleanliness and everything.

"We are now having wonderful results with the bogey system. It has speeded up our work. At first it caused considerable hard feeling, but now that it is well under way the boys are well satisfied and they now consider the bogey a swell thing, since they know we know what they are doing. We can now point out rapidly to any employee who is not doing a day's work."

EO

June 13, 1929.
Inspection Branch.
L-418

LIKES

The Job

"I like this work first rate. It is educational and it permits contact with people.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM.

1. What is your opinion of the plan?

"I think it is very good. You get the ill and the good feelings of the employees and you can determine whether the employee is satisfied or not and the supervisor can correct the part that he is responsible for and attempt to correct the working conditions as far as he can."

2. How has it helped you so far?

"In helping men reporting to me in all ways in our work."

3. Have you changed your method of handling your people since the plan was started?

"To a certain extent. It has always been my hobby to help men reporting to me in every way I could and as far as I can see I have always got along well with my help."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes, I think it is a good thing. It creates a better contact with other people. If you ask a man a civil question today you are almost certain to get a civil answer."

5. Are the discussions in the Conferences now more interesting or less so?

"I find the interviews of more interest because we are getting real facts and stories of what the employees' real likes and dislikes."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"NO."

8. Do you think the employees are in favor of it?

"They seem to be. The reason I think they are is because they have someone to tell their troubles to, which in the long run

EO

June 13, 1929.
Inspection Branch.

L-419

Questions and Answers to the Interviewing Program, continued

gives them a chance to overcome their trouble. Some of the interviews have already proven that the supervision is better and that the employees have observed it. I have occasion to deal with some of the Inspection supervisors and I know too their manner of approach and answering are far different than formerly."

9. How often do you think the interviews should be made?

"I think they ought to be made every six months. It will keep closer contact with the employees and it will permit anything that develops wrong a chance to be rectified before it exists over a period of a year. It also will serve to let anyone know the result of the program."

10. Do you think employees will work as hard when not driven?

"Yes, for driving is not a good plan. To handle an employee by leading you get more out of the employee than by driving."

June 13, 1929.
Inspection Branch.

L-819 F

DISLIKES

Supervision

No comments.

Working Conditions

"I would like to suggest that the Section Heads be taken off the employees' clock, and they ought to be put on a weekly roll. I think it would make a better impression on the employees. Another thing, the pay on the weekly roll should put them on a pay that will average somewhere near what their standard and overtime earnings at present are. I think that will tend to cut out a lot of overtime. Section Heads are human and I believe when they need the money and can they will put in overtime. Often times this overtime is undesirable to his men and it is a loss to the Company. My average pay is all right as far as I am concerned, but some of the pay of the other Section Heads is so low that the reason of their objections to the weekly roll is because they need to make more money and count on the overtime."

The Job

No comments.

LIKES

Supervision

"I haven't got anything in my mind that would give me any reason for wanting to give you an interview. All the bosses I have ever had while working at the Western have treated me with the greatest respect. I never had a hard word from any of them and I think it is either because they liked me or I like them. I have had to work for three or four already and anything within reason that I have gone after I have got. I have always had good luck. Maybe, too, because I have always run into good bosses every time there has been a change.

"I have always got good cooperation from the supervisors outside my own organization and they can't say but that I have always given them the same good cooperation. I have always got and given everyone a break."

EO

June 13, 1929.
Inspection Branch.

L-819

LIKES

Working Conditions

"I think everything is pretty good as far as working conditions are concerned. The employees' health is safeguarded and everything is worked so well I don't believe there is much I can say about it. I have been around a lot of outside factories and their working conditions are about what I would say is completely rotten when compared with the Western. All I can say is the Western Electric working conditions are all wonderful, and something that they haven't every place else.

"The bogeys were quite hard to set in this organization and it took us about two years to sell it to our employees. You take it right now they are sold and satisfied with the bogey system. They ask to have their jobs put on bogey when it isn't already. You know it is pretty hard to get a man a raise when he isn't on task and bogey and our people appreciate that."

The Job

"I like this work all right. I never would dodge a change if it was offered me but due to this work being such a specialized job they can't change us around much. My opinion is that a man who is a good supervisor can get in and run any kind of a gang."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"I think it is one of the best things ever pulled off. It is the best thought I have ever heard of. The whole thing makes it favorable. There are a lot of things that are being brought out now that it would have taken one thousand years to bring out before."

2. How has it helped you so far?

"It has broadened my mind with regard to supervision in general."

3. Have you changed your method of handling your people since the plan was started?

"I haven't changed but I have improved my methods and it has tended toward putting me on the right road when I was going off."

EO

June 13, 1929.
Inspection Branch.
L-919

Questions and Answers to the Interviewing Program, continued

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes, absolutely, because I think it gives the employees that much satisfaction to tell his story to some person confidentially. The employee feels relieved and he can work better as he feels he, too, is working for 'Charley' Western if his boss isn't interested in him."

5. Are the discussions in the Conferences now more interesting or less so?

"I think the interviews as we now have are more interesting, because there is more benefit derived from them and there are more points for discussion and everyone's mind is broadened in general. In the lesson assignments I feel many things were left out while in the interviews some employee or other will fall right onto the problems that we are all looking forward to hearing discussed."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"Yes. I have heard a lot of favorable comment on it. Some of my employees have come to me and told me they had just been interviewed and they were tickled to death. They were pleased to tell of the things they liked and disliked. One or two were so enthused they told me all about their interview."

9. How often do you think the interviews should be made?

"I'd say once a year because oftener than that there wouldn't be much new developing."

10. Do you think employees will work as hard when not driven?

"Oh, yes. You can't drive an employee, that's something entirely out of the way. A supervisor can always use tactics other than driving to get any employee to give the best he has got. It usually just takes a few words of encouragement."

USED IN SUPERVISORY TRAINING CONFERENCE

DISLIKES

BRANCH Inspection
MEETING No. 22 Par X uses.
DATE Sept. 1929

Supervision

X "Most of the Inspection Branch supervision is all right. There are still a few left who have not been sold on the correct method of handling help. What I really mean is a few of the supervisors are not practicing what they preach. I have listened to subjects discussed pertaining to the proper approach in handling employees and I have heard some tell how they do it and yet I know they are doing absolutely different. Some of the supervisors handle the subject discussed very smoothly but nevertheless I know they simply don't work that way. X I have nothing to complain about in my own supervision, but there is too much 'Do as I tell you and not as I do.' I mean the superiors seem to have a sort of overbearing, sarcastic attitude. As far as the job routine goes they may be perfect; they are not in regard to their personnel work. 3,131 3,121

Working Conditions

("In the winter we have a lot of complaints as to cold and draft. It really is a bad location for that.)

"There is another thing I have tried to correct, but I haven't yet. We are nearest the lunch counter of any organization, yet my people can never get in line without standing for ten minutes. I got permission to assign one man to get our lunches, but he didn't get anywhere either because the girls so frequently change their minds.

"My opinion is there is something wrong about this quality checking. I don't believe the quality check junks elsewhere as they do in our place. I am convinced of that. That this checker knows the job there is no question. He knows when a job is bad, but I believe the system he uses of selecting the jobs to check is hardly fair. My Group Chiefs have told me about this and they have cited cases that don't look at all right. We could also notice the difference when we used another quality checker.

X "We have one man working on a bogey job and I don't believe that this man could earn his money on any other job. He fits in so well on this job, and he is so well acquainted, that he is able to attain a very high efficiency consistently. If they ever decide to decrease wages with decreased bogey and he ever gets taken off that job I am afraid he will be one of those to suffer a decrease."

EO

June 7, 1929.
Inspection Branch.

L-620

DISLIKES

The Job

No comments.

LIKES

Supervision

"Personally, I have no complaints to make on my present supervision."

Working Conditions

"I think the vacations will be a little difficult to make this year, but hereafter it will be fine. This time we have so many new people that it is necessary to keep quite a few of the older ones to keep the new ones busy but I don't expect us to be hiring so many new people hereafter and that difficulty then won't exist."

The Job

"I like my job. It keeps me pretty busy. The time passes quickly. I have no grievances in regard to pay or advancement. I believe I have got a square deal. Now and then, of course, something comes up but I am not in a position to complain as I don't know the circumstances. I think a number of the complaints come from folks who don't have enough facts to really understand the case."

Questions and Answers to the Interviewing Program

1. What is your opinion of the plan?

"I think the policy is very good, with one exception. At the last meeting I am pretty sure everyone recognized the interview. It would be better if they could cover that better. I believe a lot of the men in our conference felt the man was sitting in with us. I know I'd like to have said more except I didn't want to hurt anyone's feelings." (This man's supposed identification is wrong.)

2. How has it helped you so far?

"It has helped me in this way, it gives me confidence to carry on as I always felt was the humane way. If anything was wrong with me I guess it was that I felt I was being too lenient, as I met considerable opposition by trying to use the lead method instead of the drive."

EO

June 7, 1929.
Inspection Branch.
L-620

Questions and Answers to the Interviewing Program, continued

3. Have you changed your method of handling your people since the plan was started?

"No, it merely gives me more confidence. I suppose we have all changed some but as far as I can remember I believe I have always done just about the way I am now doing."

4. Do you think the Company should keep it up and cover the entire Plant?

"I think the same training we now are getting will do good in any of the branches."

5. Are the discussions in the Conferences now more interesting or less so?

"They are both good."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"I think they are, from those I have come in contact with that have been interviewed, as they seem to have the idea there has been a change and if not directly due to the interviewing, as a result of the study of these interviews."

9. How often do you think the interviews should be made?

"If you people were going to do all the interviewing it would be well to follow the schedules as was originally laid out for the Inspection supervisors. I think one interview taken for an outside organization as you do is worth ten interviews taken from the line supervisors."

10. Do you think employees will work as hard when not driven?

"Absolutely. I don't think there is any question about it. Of course, that's not everybody; I could pick out some that you have got to be alert about. I have a couple myself and I can't handle them as I would like to because they might take advantage of me."

June 21, 1929.
Inspection Branch.

6-821

DISLIKES

Supervision

"Inspection Branch supervision as I have always seen it seems to lack education. What I mean is they seem to stop with their primary education and they don't follow along on courses offered by the Hawthorne Evening School, which I think would help them to develop. A supervisor just having a limited education might know the job well, but years ago there was not this progressive movement we have today and those supervisors could not develop as easily as our present ones do. There are a lot of present supervisors who I feel could not benefit a great deal by the Hawthorne Evening School because they are along in years and they would not gain much due to the fact that they have been away so long from any sort of educational program.

X "Even though we as supervisors attempt to interest our employees in education they don't seem to react to it. I think if we could introduce some forcible means of getting them in on the educational program we could do a great deal more for them. X I am sure if the Company could have taken these men whom we picked a long time ago as supervisors with limited education when the requirements were much lower than at present, and taken definite steps to develop these men by transferring them around to work on different kinds of work they would have been broadened and it would have inspired them with the desire to get an education and to develop themselves. The Company has, in a few cases, developed men who appeared exceptional but I feel if they did this more generally we would have better supervision in the branch at the present time.

*all
There is
still work
for us -
not.*

"I know from dealing with supervisors throughout the Inspection Branch our supervision is most favorable at times, especially with those who are most progressed along educational lines but there are any number of them who create the opposite impression. You can see they have been made supervisors merely because they were good men on the job and not because they were educated. I believe the men they have as supervisors now are allowed to remain on one job and even in one section too long. You take men who remain in a section ten or twelve years haven't much of a chance to know what is going on outside of their own line of work. If they could have kept these men for short periods of time in other places the Company would have gained and the men would have also gained a great deal.

EO

June 21, 1929.
Inspection Branch.

DISLIKES

Supervision, continued

"One of my present supervisors I believe could not even make out an 'Outside Limit Ticket' as I think it should be made. I feel there is a lack of general education. He is one of the old guard who is a supervisor merely because he was a man who knew the job. I don't believe if we had the standards of today he could have become a supervisor."

Working Conditions

"The only objectionable feature in my place is that we are pressed for space, and we have been called for having our aisles obstructed. The thing that is being and will be done is that we will build up our force to relieve this condition. We are helping to relieve it a great deal now and the congestion in the aisles has already been greatly eliminated.

X"Another bad feature is that the Operating does not give us an even flow of work. They tell us the work is held up for delivery tickets due to insufficient clerical service, which we complained of and which also has been taken care of more or less. We have also had difficulty with the Operating Department in getting service on work which we rejected. X That lately has been somewhat obliterated by the Operating Department by them assigning a man to give us immediate service.

"Another bad feature in working conditions is that we have considerable trouble with what we call our floor man on the job. Our present requirements are that a man must be a high school graduate and it is obvious that such a man won't be contented on such a job. I think they should get a laborer for that work because all he does is to see that good housekeeping conditions prevail, advise truckers in handling the work, and be a general utility man. It has been my experience to find men on this job are often dissatisfied after they worked there for a little while. That means that we can't keep anyone on the job permanently.

"Occasionally we have employees comment on the estimated bogeys. They say the job they just inspected was set or estimated too low by comparison with the time required to do the job. These conditions have to be taken care of by retiming the job. At present we have our bogey set so that if a man does a good job the best anyone can make is an average of one hundred five to one hundred seven.

EO

June 21, 1929.
Inspection Branch.

DISLIKES

Working conditions, continued

"Our Clerical Branch seems to have about forsaken us altogether. When I want to get in touch with my clerk I have to go a distance of about one hundred feet. I frequently answer the phone and tell the party when they can get my clerk. Of course, if it is anything I can do by giving out information I do that. It seems conditions are due to a general lowering of costs by the Clerical Organization, but I feel at present we should not consider cost as much as we should consider keeping the wheels of progress going. One condition has developed that I would like to see remedied by having the Clerical Department Chief place clerical men at our drawing files to see that filing rules are properly kept and that outsiders do not remove drawings. I think this would be worth while in overcoming the handicap to inspectors."

The Job

No comments.

LIKES

Supervision

No comments.

Working Conditions

"During the winter months whenever we observe any of our employees with a cold we send them to the Cold Treatment Hospital. The majority of them ask to go and in general they all speak quite favorably of it.

"As far as I know the Hawthorne Club activities are spoken of very favorably by all of the employees. My people take advantage of the Hawthorne Club Stores, Evening School, and the entertainment.

"We are all sold on the thrift plans promoted by the Company and we have taken up insurance also."

The Job

"In all my time I have always found that all the work I have ever worked on in the Inspection has been interesting. At no time has it become monotonous. Every job seems to have a history attached

EO

June 21, 1929.
Inspection Branch.

LIKES

The Job, continued

to it and my treatment for the length of time I worked here in regard to pay and advancement has been better than I expected when I came here. They have always gone over my expectations."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"It doesn't seem there is ever an end to the unfavorable comments. I think we are going along the right lines with the interviews of the employees. I am really in favor of making these interviews more of an open book affair. I understand there is a form out at the present time in the Personnel Department. By these forms we will be able to point out to the employee where he is lacking. In my interviews with employees I have always been getting favorable impressions, and I am wondering if you get the same or whether the employees when you interview them give you an entirely different story."

2. How has it helped you so far?

"In all the time I have attended conferences on these interviews I have tried to assume or determine if the interviews pertain to any of my employees. I don't know if I can associate them with any of my employees at all."

3. Have you changed your method of handling your people since the plan was started?

"I'd say no. I am a little more cautious and a little more favorable to the employees than I was in the past."

4. Do you think the Company should keep it up and cover the entire Plant?

"I believe it should be done. As we have gone so far I think we should not cease until we have the Plant all covered."

5. Are the discussions in the Conferences now more interesting or less so?

"I have a very favorable impression since the method of using the interviews has been adopted

6. Has the plan been embarrassing to you in any way?

"In no way have I been embarrassed."

EO

June 21, 1929.
Inspection Branch.

Questions and Answers to the Interviewing Program, continued

7. Have you any suggestions for improving on the present plan?

"I think if we cover this plan here we ought to adopt the plan of the open book. Whether that would act favorably on the employee remains to be seen as the employee is rather reluctant when asked to tell his Section Chief all that is on his mind, not so much to a stranger to his organization."

8. Do you think the employees are in favor of it?

"I believe the employees are heartily sold to this plan. What makes me think so is the employee is more free, when interviewed by an outsider."

9. How often do you think the interviews should be made?

"I think the interviews should be made every six months and they should be made right after the revision period because I believe the employee is more or less troubled at that time."

10. Do you think employees will work as hard when not driven?

"I am heartily sold to that an employee should be driven at no time. The supervisors themselves don't like to be driven and they have learned it is a bad policy to drive. Since the bogeys are in effect we don't have any excuse of driving. The employees know what their efficiency means, and the quality too, and they will work to keep their performance favorable for their own benefit."

EO

June 27, 1929.
Inspection Branch.

L-822

DISLIKES

Supervision

No comments.

Working Conditions

"Of course there is congestion all over the shop, and we have ours too.

"Changes of organization numbers, supervision, etc. at present being so frequent it is almost impossible to keep up with it.

"Our work has been coming in so fast that we have found it necessary to have assistance from another organization. While they are doing their best it causes considerable confusion, but I believe that that difficulty will soon be eliminated.

"There is another bad feature, due to the fact that so many are required to use the limited toilet facilities and for that reason the situation is not all that it should be. A great deal of it is due to the fact that there are not enough reports turned in on the equipment and it is being neglected.

X "The light could be better for inspection, not only in my place but where close work is done. They are required to use the standard lighting which don't meet the occasion. I think that steps should be taken to meet the requirements of the work that is being performed." X

The Job

No comments.

LIKES

Supervision

"So far my supervision has been satisfactory to me. Of course, I have had a change recently. One of my new superiors has had a little personal contact with me and by his attitude and

EO

June 27, 1929.
Inspection Branch.

LIKES

Supervision, continued

interest made a very favorable impression.

"My experience has always put me in pretty close contact with the Inspection supervision in general. I have noticed a great deal of improvement which has, no doubt, come about due to these conferences. The supervision is so much better now that difficulty with Inspection supervision could not exist at all except for our present extreme rush. In time I feel we will get plans across so that even this production difficulty will not cause any friction with the supervision. This improvement in supervision is a combination of many points. The supervisors are exceedingly frank and if possible will cooperate with you. Of course, they are so rushed by production that it has handicapped them in cooperating. I know they just can't do the best they would like to do and it is necessary for us to make arrangements to meet our capacity. It used to be that a man didn't care to give consideration when a supervisor was placed like that. It has always been my policy to cooperate with the supervisors as far as possible and it has always helped me. I believe that is one reason I have been selected to handle the supervision on my present job."

Working Conditions

"All the comments I have ever heard as regards our hospital, welfare, or any of the employees' service organizations have been very good.

"The Hawthorne Club is one of the best organizations I have ever heard of. They are back of all of our festivities, and some of our savings plans, entertainments, school, etc. I believe they are the foundation of all of that sort of thing.

"I think this last revision has brought the rate of pay where it has made quite a showing. It has raised the morale of the men in the Inspection Branch. It has given them the idea that they are working for something and that they are not always the underdog. It has always been Inspection men's desire to do Operating work but I am sure with the raise of rates they will all be very glad to stay."

EO

June 27, 1929.
Inspection Branch.

LIKES

The Job

"I like my job fine. There is something new all the time. There isn't the same old routine to go along with. You are always in contact with interesting work. It follows along with the line of work that I took up at school and when you follow that up it is mighty interesting.

"Years ago I had grievances toward the Company due to advancement and also pay offered me. Within the last year or so I have not. They almost took me off my feet when they told me about my raise this last time."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"It has been very satisfactory to me. I have been taught different things about supervision that I never knew before that have been very helpful."

2. How has it helped you so far?

"I have learned how to handle men."

3. Have you changed your method of handling your people since the plan was started?

"The program began before I was a supervisor."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes. It has been my experience that this program has been a great help to me and as long as it has helped me I think it would help everybody else also."

5. Are the discussions in the Conferences now more interesting or less so?

"I did not attend the conferences before the interviews were used. I know since we have our conferences arranged so that men of all one level are in the group there has been a great deal more discussion and it has been a great deal more helpful to me. I know the supervisors who don't agree with our superiors are not

EO

June 27, 1929.
Inspection Branch.

Questions and Answers to the Interviewing Program, continued

going to talk very much. That, of course, is my idea, but it is also the ideas of the others that I have talked to about it."

6. Has the plan been embarrassing to you in any way?
"No."

7. Have you any suggestions for improving on the present plan?
"No."

8. Do you think the employees are in favor of it?
"I believe they are. If they weren't they wouldn't be so free with their opinions in the interviews. It seems to me they have been pretty free in the interviews we have discussed so far."

9. How often do you think the interviews should be made?
"I think that approximately once yearly would be often enough."

10. Do you think employees will work as hard when not driven?
"I think they will work harder. I found it that way. You know some men have to be driven while others need only encouragement and they will work harder without driving. I think it is a supervisor's duty to know how to handle each individual. I know I don't handle all my men the same. I think that has helped qualify me for supervision."

June 27, 1929.
Inspection Branch.

L 823
Roberts

DISLIKES

Supervision

No comments.

Working Conditions

"We have all complained of the congestion, but as our location is only temporary I am sure we will soon be more ideally located so we can't expect everything to run smoothly now. This congestion has raised the d----- with our bogeys and everything else. We are making a lot of improvement right along and although everything isn't satisfactory it is at least as good as we can expect.

"Our recent removal has meant that the groups following up our work are not so familiar with it and that, too, has created a very bad condition.

"I have been after the quality rate people to check our work. At one time they started but now they have quit entirely and I don't know why. I spoke to their supervisors and my supervisors about it and they say they haven't been approached on our job. I really want this inspection so that my place will be run uniform with other organizations."

The Job

No comments.

LIKES

Supervision

"I haven't found anything wrong with Inspection Branch supervision and as far as I can see they are at least on a par with supervision in other branches. I feel all of my supervisors are capable of taking care of the jobs they handle and I could not find fault with any of them."

Working Conditions

"Working conditions, except as I mentioned above, are favorable."

EO

June 27, 1929.
Inspection Branch.

C 823

LIKES

The Job

"I like my job. It is not new as I had this job before, but it is interesting and I like to handle people. I find it most interesting when I can supervise.

"At present I have no complaints. I used to have some grievances but I think they really have done the best they could for me and with these final adjustments I feel I have been handled pretty fair."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"I think the plan is good to get the light on the feelings of the help. It also tends to help the supervisors to learn the proper method of handling the employees. I think there is a lot of study of psychology there."

2. How has it helped you so far?

"I think it has helped to give me a broader view in handling and dealing with people."

3. Have you changed your method of handling your people since the plan was started?

"I think I have learned to put in more time studying the reactions to my requests and demands. The training we are getting has helped us to look at everything in that sense."

4. Do you think the Company should keep it up and cover the entire Plant?

"I think it is a good thing, but to take and interview everyone in the Plant is a tremendously big job, but it might be well to at least make an attempt. We might use our sampling methods and from the result of the samples determine whether we should go ahead or not."

5. Are the discussions in the Conferences now more interesting or less so?

"I think the interviews are more interesting. They furnish more chance of dividing the difficulties of the supervisors."

6. Has the plan been embarrassing to you in any way?

"No."

June 27, 1929.
Inspection Branch.
L. 923

Questions and Answers to the Interviewing Program, continued

7. Have you any suggestions for improving on the present plan?
"No."

8. Do you think the employees are in favor of it?
"I think they are because it gives them a vent for their feelings on their supervision, job, and all. It seems as if it is a sort of a safety valve on a boiler. They also feel that an interest is being taken in them."

9. How often do you think the interviews should be made?
"I would think maybe once a year."

10. Do you think employees will work as hard when not driven?
"Yes. I don't think you have to drive them. You can usually get work out of a man by plain talking and explaining what you expect, what the conditions are, etc."

EO

June 14, 1929.
Inspection Branch.

L-824

DISLIKES

Supervision

"I have had previous service of about four years with the Company. After that I did some special work. Then I came back here and I asked for work that I wanted along the line of the special work I had been doing outside the Company.

"During the war I served several years with the government and during that time I gave the government three inventions. These inventions are all in my name and I have proof.

"I have designed several changes here. The Methods People have accepted some of these designs and have covered me.

"I also have the distinction of claiming to be the first man to have the conception of a certain renowned invention. I made a sketch of it and I turned it in to the Company with whom I was working. It was passed on by the government, the National Council, etc. I was told I would be requested to attend a conference in New York City on this idea, but as the war was over and my invention was to be used in warfare, I never heard any more about it. I intend to correspond with Washington, D. C., to find out what became of my invention, or who had the first conception of it. At the present time it is being used other than in warfare, but it is still my original idea that is being used.

"I figure a man with inventive ideas and with four years of real apprenticeship along this special training is the equivalent to two years of college education. What I'd really like to do is to get a job with our Methods Organization. I have asked them to give me work on a job designing something. I told them I would be willing to do it at home on my own time. I have told all of this story to one of the Assistant Superintendents when I completed my five years' service. He promised to do something for me but I have never heard from him and that is about two years ago. I will tell you, there is one thing against me. I should have told them when I came here that I had two years of college education, and who would have known the difference; since I have four years practical experience on model making and mechanical invention and I have taken two evening school courses to help me.

"I have an invention which was patented six years ago but due to lack of money I cannot make improvements on it that I would like, although it is practical as it is.

EO

June 14, 1929.
Inspection Branch.

L-824

DISLIKES

Supervision, continued

"I have made some changes on labor saving devices that a former Department Head was in on. There is another case on which several men were working to overcome a certain difficulty. I came upon an idea but I could not get the Methods Department to cover me. I thought they said it had to go to the Methods Development for approval. I worked on a few of these improvements but I believe they are still in the organization. I feel if they gave a man who is of an inventive mind a little encouragement and explained why things could not be practically used the Company would benefit."

Working Conditions

"Our working conditions are all right with the exception that we don't have the proper equipment to work with. I feel we lose considerable in the way of time, profit and production by sending our work out. We are really overcoming that condition at the present time."

The Job

"I think this job should pay a little more money. All I work for in the way of advancement, as I have said above, is a chance to prove my worth."

"I didn't intend to stay with the Company when I came here and I told my former bosses that. The reason I have stayed is because I have been heavily in debt and wanted to pay off some of it."

LIKES

Supervision

No comments.

Working Conditions

"Working conditions are all right except as mentioned above."

The Job

"I live on my work. It is the work I have always been inclined to like."

EO

June 14, 1929.
Inspection Branch.

L-824

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?
"I think it is very good, providing any good comes from it, but I don't know of any of the results."
2. How has it helped you so far?
"It has given me an idea of what is going on around the place and as we are none of us perfect we should all be open-minded."
3. Have you changed your method of handling your people since the plan was started?
"No, I don't think I have because I have always tried to be fair and square with my men. I think my men will all say that the methods of supervision have changed since I have been on this job. I have also had occasion to help several of my men who I feel were underpaid and I have also seen to it that the men are better furnished with proper equipment."
4. Do you think the Company should keep it up and cover the entire Plant?
"Yes I think so. As I stated before it gives the supervisor a broader idea of what is going on in the Plant. Reading all the interviews of employees we dig up a lot of stuff that we couldn't have got otherwise. I mean stuff that means a lot to an individual but before it didn't mean much to the supervisor."
5. Are the discussions in the Conferences now more interesting or less so?
"We have only had interviews since I have been on the conference work. I like the interviews, for the same reason that I answered question four."
6. Has the plan been embarrassing to you in any way?
"None whatsoever."
7. Have you any suggestions for improving on the present plan?
"No."
8. Do you think the employees are in favor of it?
"I don't know. I don't think many have been told much about it."
9. How often do you think the interviews should be made?
"I believe once a year would be plenty."

EO

June 14, 1929.
Inspection Branch.

L-624

Questions and Answers to the Interviewing Program, continued

10. Do you think employees will work as hard when not driven?

"Oh, yes. If you interview some of my men I believe they would give you a good idea as to why. I know if anyone tried to drive me I'd feel inclined to lay down. I know I have laid down my tools and walked away because the boss stood over me, and the best way is to keep the men encouraged. I have had men, of course, that you had to keep after to keep them going but they are the exception."

June 24, 1929.
Inspection Branch.

L-825

DISLIKES

Supervision

"Most of the things that vexed me in regard to supervision in the Inspection Branch have been corrected. There have been times when some supervisors have got on my nerves just for little things. It might be that I have changed myself and what caused the friction was the fact that I was none too well acquainted with the job.

X "I remember one man who was working for me thought he was always being ridden by my boss. He told me if things didn't change he would have to quit. I was new on the job of supervision and my superiors could catch things that I didn't see. I knew he was in bad and continually getting bawled out. When he came and complained to me I told him I knew he was being unduly ridden, but I felt he was really being trained, as I knew we were in need of supervision on the job. I really knew he wasn't always to blame for the things he was being called on as they were merely technicalities that he did not know. My operator told me definitely he had been making applications for other jobs and after I talked to him he told me he would try it a while longer. Because of his ability he made good and today he is a supervisor and you will find him well satisfied. Even though this method of training worked out in this case, I feel that a misunderstanding might result in some cases. Consequently, I think there are other more tactful methods which would give as good or better results. X

"I used to see quite a lot of disagreeable supervision where I was formerly located and I guess it was known pretty well throughout the entire Inspection Branch. Daily, men were being bawled out in loud tones and everyone could hear. I think that supervisor has changed some now, as he has been put on another job and I understand he has been given to understand he has a different sort of men to handle. I know one of the men went directly to this boss' superior and had a definite understanding as to what his boss could do and could not do with him."

Working Conditions

"Since I have been on this job we don't have much to complain about, but I am afraid we don't get enough air in here for real hot weather and I understand in cold weather it is cold here. I guess the ventilation is the biggest drawback in the Western Electric. The office ventilation is the worst. These five minute periods for ventilating the place help but it usually freezes the men out and then in a few minutes the air is foul again.

EO

June 24, 1929.
Inspection Branch.

DISLIKES

Working Conditions, continued

X "I feel that the quality checking is hardly fair in our department. They don't check a large volume of work and it results in the inspectors either having a perfect score or it is very low. The number of defects found is really too small and they don't give you credit for the O.K. jobs and that is what is causing the trouble. X I also think when the quality of the product runs good it is harder for an inspector to find a defect. This is a psychological result and the inspector is not at fault.

"I know our task and bogey is in terrible shape and they are going to be reset. The employees don't really complain, I think, because the rates are too lenient."

The Job

No comments.

LIKES

Supervision

"At the present time I am very contented with the supervision I have."

Working Conditions

"Other than I mentioned above I think the working conditions are O.K., and the place is kept in very good condition.

"I am very much in favor of the Hawthorne Club. I have saved a good deal of money by buying articles through the Club. I saved about sixty dollars on my radio. I also take part in the track meets and I play tennis, and I enjoy it quite a bit too."

The Job

"I am very well satisfied with my job as I feel I am getting good training. The job requires a lot of good sound judgment and it gives me an excellent chance to meet people. I am very well satisfied in every way and I feel I have made better progress than the average, not that I feel I don't deserve it because I feel that I do."

EO

June 24, 1929.
Inspection Branch.

L-825

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"I feel it has had a remarkable effect for the good and the betterment of the Inspection Branch. I think it is a wonderful job and I think the plan has more than fulfilled its purpose."

2. How has it helped you so far?

"The way I have benefited is that I now have the benefit of knowing how the employees view things. I know I have learned a lot that certainly didn't hurt me."

3. Have you changed your method of handling your people since the plan was started?

"I didn't have supervision before this program began but I feel I am supervising now as I would have if I had not heard of this plan."

4. Do you think the Company should keep it up and cover the entire Plant?

"I wouldn't say the entire Plant, but I would the entire shop. I feel you can't run over the office employees so much because the majority of them are better educated and the men have to be handled with a good deal of tact as you couldn't get away with much else. I don't doubt a bit that the quality of the shop and office employees overlap, but I don't believe you would get enough that it would pay for the cost of getting it. There is another thought I'd like to bring in, that the data collected in the Inspection could be used to eighty or eighty-five per cent value in some of the other branches, at least from a supervisor's standpoint."

5. Are the discussions in the Conferences now more interesting or less so?

"I think probably the way it was started was a good way to start it. It helped us to bring out better conclusions when the interview discussions were brought out.. I know it wasn't intended to work out that way, but nevertheless I feel it was very effective."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"I don't think of anything now."

EO

June 24, 1929.
Inspection Branch.

Questions and Answers to the Interviewing Program, continued

8. Do you think the employees are in favor of it?

"Yes, they are. I think the results they have derived so far, and the good that they have gained from it, should make them in favor of it. It also gives them a chance to air their own views."

9. How often do you think the interviews should be made?

"I don't think it would be possible to make them more than once a year, but I do think perhaps it would be well that often."

10. Do you think employees will work as hard when not driven?

"I think you will get better results than by driving. I wouldn't have an employee around whom you have to drive to get the best results."

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.

June 25, 1929.
Inspection Branch.
L-826

DISLIKES

Supervision

"I think everything else except the supervision - the Company's policies all the way - are above improvement and the best that could be given or it is possible to give. I can't conceive of a Company that could offer more than the Western Electric Company does in their general policies. I think any criticism I may offer is not due to any Company policies, and it could easily be corrected by the supervision above me.

X "I don't believe the superiors are fair in their promotions. In my case I know I have worked hard and successfully run my job, yet when promotion came it was given to a fellow supervisor who hadn't worked as diligently or as hard as I. X Not that he would refuse to but that he was not on the heavy end of the job and his job ran more or less by itself. This fellow had not been on this type of work long enough to show that he was capable of running it. Here's another reason I feel I was deserving of more consideration than I got. Another supervisor and I ran this job at one time. This other man was guilty of cheating the Company and I felt that influence all the time. All of this condition ended, of course, when he was discovered and let out. At that time no particular commendation was given me for my effort in trying to correct the condition. I explained to our superiors that the morale of his section was so bad it was influencing my boys. This fellow supervisor who was laid off could not get along with any other supervisors around. I always did a lot of explaining in regard to this man's attitude. Of course I know things weren't breaking right with this fellow supervisor but, of course, knowing him as I did I couldn't make myself a stool pigeon. He is a very clever man but I predict he will some day either be wealthy or he will land in prison. After he was let out he was replaced by a very nice chap and lately this chap took the organization as my superior, and while I feel he is very capable, I think I, too, was worthy of more consideration for the job due to my past effort and proven ability. I had proven my ability on the job and I think that tended to entitle me more than him.

"I believe that my efforts and personality in connection with this job actually have saved the prestige of the Inspection Branch in the eyes of our engineers, Apparatus Development People, and Operating

EO

June 25, 1929.
Inspection Branch.

L-926

DISLIKES

Supervision, continued

executives. I know I had the entire confidence of these organizations.

"I haven't the swell-head either, because I was a representative down east on our work in the Inspection, but I know the reason that I was sent was because I was the only one in our organization who could discuss their problems intelligently. One of the Assistant Superintendents recommended me to be sent there because he wanted me to represent the branch to the Bell Laboratories. I know, too, that I have never been criticized in any of my dealings with outside organizations. I am satisfied the organizations to which I have been requested to furnish information have been well satisfied. I can mention three or four very high executives in the organizations who cooperate with us on my job and they will all tell you I was competent in my dealings with them. I am sure of that.

"Here is another rather stiff proposition I have been up against on the job I now have. I was told before I took over this job that it had become stagnant. The supervision had got into a rut and the quality of the work was suffering and that I was to straighten this thing up. You know it's no easy job to break up ties of eight and ten years' standing. Some of the new ideas that I injected into the section were not all so well taken and this made it not such easy sailing. Then on top of all this my organization was broken up, because I had to give up considerable supervisory talent to Kearny, etc. I transferred four promising men to outside organizations. You know it is a big job trying to teach old timers new tricks and losing some of the brightest members of the group; while doubling the personnel of my organization did not help any. That, and getting in on details of the newly manufactured apparatus, was a very big order to fill, and it is my opinion I was not appreciated. I have hinted at this to my superiors and asked what was expected of a supervisor so that he might get a promotion.

"There are things apart from the job other than I mentioned above, such as loyalty, and gratuitous service to the Company. I am sure if they compared my record with the records of some of those that have recently been promoted they would see the light. Understand, I am not knocking the Company, my fight is not with them but with my immediate supervisors.

EO

June 25, 1929.
Inspection Branch.

L-826

DISLIKES

Supervision, continued

"I have been with the Company for thirteen years and I have never had one hour off due to illness or accident. That means dollars and cents to the Company. I have used my influence and my personal example in that direction to teach others to guard themselves against sickness and injury. I have actively participated in first aid work without compensation. Many others do this also, which we all know is something in addition to our regular job. I have enjoyed all of this from my personal satisfaction and I don't regret it, nevertheless, there is another side to it. The Company has profited financially by my attitude and personality in this regard. I have a record attendance which though not perfect is near the top. I don't think I will average two lates a year in my entire service. I am also proud of the fact that I have never had to take a personal grievance up the line to either the Personnel or my immediate bosses.

"Now as to my performance on the other jobs I have held. I have been commended by my supervisors each time I was transferred from one job to another and in all cases every move that was made was because my future boss thought I was pretty well fitted for his particular job. I think all this proves the fact that I have had the confidence of all my previous supervisors.

"My present job is not the first time I have had so much contact with high executives in outside organizations. In my contact with them I know that I have had the complete confidence of these executives all the time. About three weeks ago one of these men I used to deal with who is now on the Board of Directors at New York, came through and he had a little personal talk with me.

"Coming back to some of the reasons why the other fellow was promoted and not I is because my superior felt this particular job was of such a highly technical nature, and for that reason the other fellow was better fitted than I to handle the job. We'll grant him that, but I would like to point out any number of the Department Chiefs who are today handling these jobs and who have no technical training. I think that kills the argument, and furthermore, I don't like my own education to be slighted, technically or otherwise. I am a high school graduate with credits on college subjects of English and chemistry. They speak so much about bringing along college men, saying that they have the foundation which serves as a base to work. I feel I also have a foundation on which to work. The fact is I have

EO

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Inspection Branch.

L-926

DISLIKES

Supervision, continued

obtained complete credits at recognized institutions, and that on evening work while I was handling the first aid instruction and doing Hawthorne Club work. All these facts seem to prove I have the intelligence right at the present time to grasp any subject technical or otherwise. I might also add I have a rating on the Alpha Test which is nearly one hundred sixty and I happen to know that is quite above the average.

"I am very much in agreement with a recent item I read in "Hygia," by [REDACTED] of Colgate University Psychological Laboratory. He states that a man without a fair intelligence and of high education can never advance as far as a man with fair intelligence and similar education. 'Supervisors often mistake education for brains,' he says, 'so the stupid may be promoted while the really brilliant minds fail to be recognized. Education does not seem to improve one's regular equipment of brains. Intelligence is not increased by going to college.' I believe the facts I have stated here in the interview prove my intelligence on the job.

"Another thing that may have been the cause that I wasn't given more consideration when promotions came is the fact that I have had three different supervisors of one rank, four of another and three of another in the past year. You know all that hurts as each man has got to find out for himself what a man is worth. I believe that this results in promotions being made by judging a man more on his theoretical value than by his accomplishments."

Working Conditions

X "As far as the quality rate is concerned I don't think it is one hundred per cent fair. When an inspector has found one defect and the quality man finds another the inspection is rated fifty per cent, and then until the quality checker checks a job where the inspector has found a number of defects his quality remains low." X

The Job

No comments.

EO

June 25, 1929.
Inspection Branch.
L-826

LIKES

Supervision

"Other than above, favorable."

Working Conditions

"We are ideally located. I don't see how I can say a thing. We are somewhat overcrowded; but everything is clean, all working conditions, equipment and all are nearly ideal.

"I appreciate the Hawthorne Club, and I don't believe there is anything in any other Plant that can be compared with it.

"Other than I mentioned above the quality checking principle is a fine idea, and it has been much more effective than the old section checker."

The Job

"I think I have a fine job and I don't think they have a better job on this level in the Plant."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"I think the plan as a whole is a fine thing, but I can see where it might be more effective in some respects. I am thinking of the educational value in educating supervisors if by some means every member could be made to bring out or express himself on every subject. I know I hesitate to speak oftentimes when I am not in my own group. If it were possible to analyze each phase of the interview as to its effect on the supervision, the Company, the operator and his family point by point, and we made it a rule that each point was settled satisfactorily, greater benefits would be derived."

2. How has it helped you so far?

"I feel I have been helped because it has clarified the Company's policies to me in relation to employees."

3. Have you changed your method of handling your people since the plan was started?

"I'll say to some extent I have given more careful thought and time to my personal relations with my employees."

EO

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Inspection Branch.

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Questions and Answers to the Interviewing Program, continued

4. Do you think the Company should keep it up and cover the entire Plant?

"That's a big question for me to answer, but I can see no reason why it would not be as successful to others as to ourselves."

5. Are the discussions in the Conferences now more interesting or less so?

"I think the interviews are more interesting because we are dealing with concrete problems which are more interesting than theoretical problems."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions to offer for improving on the present plan?

"As I answered questions number one."

8. Do you think the employees are in favor of it?

"Yes, I think they are. It seems to me it is human nature for them to want to get their grievances off their chests, and then it also gives them some assurance their difficulties will probably be ironed out by an impartial source."

9. How often do you think the interviews should be made?

"Once a year would be plenty."

10. Do you think employees will work as hard when not driven?

"I think they will work harder when not driven. Americans are proud of their ability to think and act for themselves."

UNIVERSITY OF WISCONSIN - MILWAUKEE

May 28, 1929,
Inspection Branch.

DISLIKES

Supervision

"I don't understand why it is that I have been repeatedly recommended for promotion in the past two and a half years and have not yet been considered. The reasons that were given me by one of the Assistant Superintendents were that I lack vim, vigor, and vitality. I can't see that this reason is well founded, or in fact where it has any foundation at all. I can give you reasons for believing as I do. Any man who can do what I did before I was employed by the Western Electric certainly is not lacking in any of those qualities. I have also attended various night schools since I have been here and have questioned my supervisors as to what studies I should take up in order to better fit myself for promotion but none of them ever gave me any assistance. I asked the Personnel Department not long ago as to whether their records showed that I had been recommended for promotion and I received a negative answer although my Department Heads have told me that I have been recommended, even the Superintendent told me that I have been recommended."

Working Conditions

"The only bad thing about the working conditions that I know of is the ventilation in the winter time. During these months it is terrible.

"When I was in the hospital one of the Company's nurses visited me and her attitude when she first questioned me roused my anger and then she prolonged the argument to such an extent that my temperature, after she left, was considerably higher than during the time of my illness. During the argument I used the word "damn" and I understand that she wrote up a report about me to my Department Head. I think the Company should have nurses that understand their business; by that I mean a nurse should calm a patient rather than excite him. I had several nurses visit me later on and they were all right.

["The only thing I could say about the Service Organization that might be considered unfavorable is that when I got sick I think I got two or three weeks pay from the benefit fund and then I didn't get any more for three weeks. As I remember it, the delay was due to the 'red tape' between the hospital and the Service Department. Outside of that the service was good but I think something ought to be done to prevent such an occurrence as there are many fellows who need that money pretty bad."]

AJ

May 28, 1929,
Inspection Branch.

DISLIKES

The Job

"I think that Section Heads in the Inspection Branch should all be on the weekly roll."

LIKES

Supervision

"As a whole I would say that the supervision in the Branch is good. Of course there are a few bad spots. The best reason I have for thinking that the supervision is good is probably because of the good cooperation that exists between the various organizations."

Working Conditions

"The Company restaurant is very good. I have eaten over there for several years and it is about as good as you can get. Their prices might be a little high but their cooking is good and they buy the best."

"I think the Hawthorne Club and its activities are all right. They are a very good thing for the employees as a whole."

"The Ready Money Plan is all right for a fellow who cannot save or hasn't the ability to manage affairs. The Stock Plan is O.K. I am buying my limit now. The Building and Loan is good too. I think that is the best plan of all."

The Job

"I like my job fine. I don't think there is a job in the shop that is more interesting."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"I think it is good. All those who attend the Conferences and think a little about them cannot help but benefit by them."

2. How has it helped you so far?

"It has given me a better insight as to what a supervisor's job is."

AJ

May 28, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM - Continued

3. Have you changed your method of handling your people since the plan was started?

"No, I haven't."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes I think so."

5. Are the discussions in the Conferences now more interesting or less so?

"I think they are more interesting. The fellows discuss the interviews more than they did the regular course. They bring to light things that would not come up otherwise."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"I don't know. I never talked to any of them about it."

9. How often do you think the interviews should be made?

"Six months to a year."

10. Do you think employees will work as hard when not driven?

"They will work harder, but there are some people whom you will have to drive. You can't treat them all alike but you have to drive them tactfully."

AJ

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June 24, 1929,
Inspection Branch.

DISLIKES

Supervision

No comments.

Working Conditions

"I have had complaints about the Club Store about being unable to get waited on but that has been taken care of. There are no complaints now.

X "Some of my people complain about the transportation on the Cicero Avenue car line. If they would fix the street and put in new tracks I think it would speed up the traffic. In the winter time it is much worse." X

The Job

"I believe that a man should not be left on one job too long. He should be changed and by that way he will acquire more knowledge of the work as a whole and would be worth more to the Company and he should be worth more to himself. I think that two years ought to be the limit on one job. Of course I know it can't be done in all cases but wherever it can be done it should be tried out.

["I think that the Section Chiefs should be rated in pay and by occupation grade number not lower than an assistant Foreman. I think that we are underpaid and underrated in that respect. I was just wondering if the higher executives know and understand the responsibility that we carry. We carry a pretty big load and in my opinion it is their estimation that we are nothing more than Gang Bosses. We are actually Foremen. We handle all of the work of the Operating Department and we are held for production the same as they are and we must maintain the quality which is the vital point. Whenever you talk on the outside about the Western Electric products you will find that they usually believe that the Western Electric product is the best of quality and it is through our efforts that this reputation and good-will is maintained.]

"It is my opinion that Section Chiefs should be on the weekly roll instead of hourly. This would compare with the Operating Foremen. It may also have some bearing on reducing the amount of overtime."

AJ

June 24, 1929,
Inspection Branch.

LIKES

Supervision

"I think they have good capable men for supervisors from myself on up. They are men with broad Company experience. I know that I have a Department Head who is very good. I don't see why he isn't a Division Head. I know what he has done in the past. Everything that you can hear or find about him has been good. Right now I think our present set of supervisors is the strongest set of supervisors I have ever had."

Working Conditions

"They are very good all the way through considering the size of the place and the number of people working here. I think the working conditions in this plant as a whole are seventy-five per cent better than most of the other places in the country, especially the smaller places.

"The thrift plans are fine; all of them. Everybody in my section that is eligible for stock is taking it and some of them are taking all three plans.

"This is the first year for the vacation plan. I have had no trouble with it yet. I think the period was placed about right to suit the most number of people, but personally I would rather go later.

"I think in some cases the Company goes beyond the limit and goes out of its way to help its employees. Personally I have never received any of the benefits of the fund as I have never been sick."

The Job

"This is an interesting job all right. I don't dislike it but at times we all feel like we don't like our jobs but that feeling soon passes on."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"It should have been done a long time ago. It must be of some benefit because other branches are following it."

AJ

June 24, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM, Continued.

2. How has it helped you so far?

"As for myself I have received some valuable information which I am using."

3. Have you changed your method of handling your people since the plan was started?

"No, I always have handled them practically the same way. It may sound like I am contradicting myself but I am not. I have not changed my method but it has helped me to broaden out my methods."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes it should be completed in all branches."

5. Are the discussions in the Conferences now more interesting or less so?

"The interviews are more interesting than the former Conferences. Before we didn't have a room but now we have a pleasant room and our liberties have been extended by allowing us to smoke which makes it more agreeable. I think you have just about covered everything on interviews. The present interviews tend to be along the same lines as the old ones."

6. Has the plan been embarrassing to you in any way?

"Not to me."

7. Have you any suggestions for improving on the present plan?

"I think the way you handle the interviewing is proper. The thought comes to me that it would be beneficial to have someone from the different branches talk to us on their functions so that we will have a better understanding of their work. I think they have difficulties which could be brought out at these meetings and it would show us where we could do our part in helping to eliminate them. For instance, a doctor or some representative of the Hospital Organization could tell us how the minor injuries could be handled and what most of these injuries are and what part we could play in preventing them. Also the difficulties they are having in regard to the way the accidents are reported on the accident reports. I think if the figures were shown us of the minor accidents we would appreciate their problems more and would be in a better position to sell the hospital treatment to the employees. This idea could also be worked out by having representatives of other branches talk

AJ

June 24, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM, Continued

to us. For instance, a representative of the Order Department, Inspection Planning, etc., could point out their functions and difficulties to us which probably would result in greater cooperation between our organization and theirs. I believe there is a lot that could be covered by this plan in conjunction with your present program. A great deal of good to all parties could be derived from them."

8. Do you think the employees are in favor of it?

"I think they are. I have never asked any of them personally but I am pretty sure they are; especially those who have some grievances. Maybe they have had it for years and it has been covered up. I don't know of any but there must be some in this big place."

9. How often do you think the interviews should be made?

"Annually."

10. Do you think employees will work as hard when not driven?

"Absolutely. There is no need of driving. You can do this by talking to them. In other words, when they come to work for me I tell them what I expect of them and how they will be treated and all about it and I ask them to reciprocate. So far it has proved to me that this is the best method."

AJ

8
3
July 2, 1929,
Inspection Branch.

DISLIKES

Supervision

X "It seems that when openings for higher grade jobs are made old employees with practical experience and considerable knowledge of routine are not given sufficient consideration, and employees with considerable schooling are given the preference although they have little practical experience. X In the Operating Branch it seems that practical employees have more opportunities for advancement than they do in the Inspection Branch. I can cite any number of cases in which old employees of the Operating Branch have been promoted to Assistant Foremen and better, while in the Inspection Branch the chances for advancement are less frequent causing more people to reach the top of their grade and thereby becoming dissatisfied."

Working Conditions

"There should be some rules covering the opening of windows to allow fresh air to enter the building."

The Job

"It is a good thing to change a man quite frequently because when he is on the same job for more than two years he gets to know the job too well. Anyway he imagines so and thereby becomes inefficient and indifferent toward new ideas."

"I would like to say this: I believe the Section Chiefs ought to be on the weekly roll. I believe that the wages of a Section Chief should be comparable with that of an Assistant Foreman's of the Operating Branch at least. In comparison a Section Chief has considerable responsibility, not only with his help but with the job in general. For instance when the Operating Department is having considerable trouble in making a product to the drawing they refer their troubles to the Inspection Section Chief for disposition, and when he cannot see any reason whereby the product can be used they refer their troubles to the Layout Department or somebody else."

"A good many times men are taken from the rank in file and given training such as that on the student course to prepare them for better jobs. I feel that this opportunity should also be given to Section Chiefs. This would give them an opportunity to show if they are capable of doing other kinds of work. This would enable

AJ

July 2, 1929,
Inspection Branch.

DISLIKES

The Job, Continued.

them to get credit on their personal record and in case a man has reached the top of his grade it may help him toward getting another job in another Branch where possibilities for further advancement are more favorable."

LIKES

Supervision

"On the job I am on now I have been well pleased with my supervisors. My present supervisors treat me fair and square."

Working Conditions

"I would say that the light, heat, and ventilation are all satisfactory.

"I couldn't say anything but praise for the Company restaurant.

"My results in the Cold Treatment Department have always been good; the same applies to the hospital.

"In my opinion I think that about all possible precautions have been taken to eliminate accidents.

"I think the vacation plan is a good one for two reasons. First it helps the supervisors to arrange vacation schedules; second, it causes less dissatisfaction among fellow employees.

"I think the thrift plans are very good due to being somewhat of a compulsory saving. This causes an employee to exist on the balance of the pay he receives and in time he is informed that a lump sum of money or bond is due him which is a pleasant moment."

The Job

"I have no complaint at all to make about my present job."

AJ

July 2, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?
"I think it is a good plan."
2. How has it helped you so far?
"I don't think it has helped me as yet but I do think it has helped others and caused supervisors in general to do more thinking before they execute any orders."
3. Have you changed your method of handling your people since the plan was started?
"Yes. You might say some practices will change although I don't know of any specific incidents."
4. Do you think the Company should keep it up and cover the entire Plant?
"Yes I think so."
5. Are the discussions in the Conference now more interesting or less so?
"Yes I think this is more interesting than the former system. I wouldn't say that they are getting boresome but in a good many cases the interviews under discussion are somewhat similar and may cause a loss of interest."

"I think it would be a good idea to discontinue them for the summer months after which new interest would be created."
6. Has the plan been embarrassing to you in any way?
"Not at all."
7. Have you any suggestions for improving on the present plan?
No. The supervisors being arranged according to rank allows more free discussion or you might say more free speech."
8. Do you think the employees are in favor of it?
"I think they are in favor of it."
9. How often do you think the interviews should be made?
"Once a year."
10. Do you think employees will work as hard when not driven?
"They will work harder."

AJ

June 24, 1929,
Inspection Branch.

DISLIKES

Supervision

"About two years ago I had a grievance due to the fact that a certain supervisor gave me a reason for not receiving an increase in pay due to the fact that I had no outstanding features at the time but during that revision period I was reassigned to a higher grade job and his explanation of my not having any outstanding features did not seem to interlock with my promotion to a higher graded job."

Working Conditions

"The Company cafeteria seems to be congested during the noon hour. I feel that this condition could be eliminated by arranging another counter opposite the present one. Of course a study would have to be made to prove in the savings."

"Transportation is not very good at rush periods due to the limited number of cars; especially on Twenty-second Street."

The Job

X "I feel that Section Chiefs should be provided with desks instead of being located on the same bench with their operators. If desks were provided a better respect would be shown to them. X

"I also feel that Section Chiefs should be on the weekly pay roll. In many cases I have been off sick for one or two days and it has greatly affected my home conditions. I feel that service should have some bearing on considering a man for promotion to a higher grade of work and to some extent it should also be given consideration in regard to the rate of pay."

LIKES

Supervision

"At the present time I haven't any grievances. Supervision in general is satisfactory."

AJ

June 24, 1929,
Inspection Branch.

LIKES

Working Conditions

"The working conditions are very satisfactory. The Western Electric Company's policies are also very satisfactory.

"The Ready Money plan doesn't appeal to the employees as much as the A. T. & T. stock and Building and Loan plans do for the reason that most of their spare money is invested in A. T. & T. stock. This is also my opinion."

The Job

"I like the work all right and I also like to do supervisory work."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"It is very good. I know of several cases where results have been obtained, such as the co-operation of different people."

2. How has it helped you so far?

"By receiving better co-operation from my subordinate supervisors and from my superiors. It has also helped a great deal due to greater consideration being shown to myself and also to my employees."

3. Have you changed your method of handling your people since the plan was started?

"No I haven't. I handle my people the same way now as I did before, although I have changed to a certain extent in being more considerate. By doing this I have also received better co-operation."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes."

5. Are the discussions in the Conferences now more interesting or less so?

"They are all interesting due to the fact that I still feel that a great deal of good can be obtained."

AJ

June 24, 1929,
Inspection Branch.

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QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM, Continued

6. Has the plan been embarrassing to you in any way?
"No."
7. Have you any suggestions for improving on the present
plan?
"No."
8. Do you think the employees are in favor of it?
"Yes I have heard that since the interviewing program
has started everybody feels that justice can be obtained."
9. How often do you think the interviews should be made?
"Once every two years."
10. Do you think employees will work as hard when not
driven?
"Yes, you don't have to drive any more since they feel
that their difficulties will be properly handled."

AJ

June 27, 1929,
Inspection Branch.

14

J

DISLIKES

Supervision

No comments.

Working Conditions

X"I can't see the Ready Money Plan for my part. It is all right for those who don't know how to take care of their money." X

The Job

No comments.

LIKES

Supervision

"I can't say as I have seen anything very far out of the way in any of the supervisors I have come in contact with. They have all seemed to know the job and I have got along with all of them in pretty good shape."

Working Conditions

"I always receive good attention at the hospital.

"The new vacation plan suits me fine. That is about my time of the year anyway.

"The thrift plans are fine for those who can't control their spending. I am taking my limit of A. T. & T. stock.

"The Hawthorne Club affairs are all right. They are doing good work."

AJ

June 27, 1929,
Inspection Branch.

LIKES

The Job

"I like the job fine. There is no kick to make about that. I never did much kicking about the job so there isn't much use of starting now."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"It brings out a lot of points that a fellow may find useful in his work."

2. How has it helped you so far?

"I don't believe that I ever was unreasonable with the people reporting to me. I try to give them all a square deal. It may cause a fellow to do a little more thinking sometimes when similar problems come up."

3. Have you changed your method of handling your people since the plan was started?

"No I haven't."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes, you will find more complaints in some of the other departments than you will find in the Inspection Departments."

5. Are the discussions in the Conferences now more interesting or less so?

"I like it better this way. I think there is a good deal of repetition all the way through these interviews. I think that we have covered about every subject that was to be covered figuring that we have attended about twenty of these conferences."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"I think it would be a good idea to interview some of the worst cases the second time and see if their views toward the Company or their supervisors have changed in any way."

"I think you ought to do away with the conferences during July and August on account of the hot weather."

AJ

June 27, 1929,
Inspection Branch.

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QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM, Continued.

8. Do you think the employees are in favor of it?

"Yes. I never heard a thing against it."

9. How often do you think the interviews should be made?

"As I said before I think the worst cases should be interviewed again. It should not be necessary to interview the others again where they only have minor kicks."

10. Do you think employees will work as hard when not driven?

"Yes I do. Under this efficiency plan the harder they work the higher their efficiency, and, therefore, they will make more money."

AJ

17
b
June 18, 1929,
Inspection Branch.

DISLIKES

Supervision

"I have this much to say. X I don't believe that the Inspection Branch is treating their supervisors, from the checkers on up to the Section Chiefs, with the same consideration that is given the supervisors in the Operating Branch. In proportion to the responsibility and work, the supervisors in the Inspection Branch are underpaid. I believe some way ought to be provided in which they could be rated on equal terms, as the lowest kind of a supervisor in the Operating Branch earns more money and has less responsibility than any class of inspector. The common operator in the Operating Branch makes more money than most of the supervisors in the Inspection Branch. X

"The point that I would like to convey up the line is that most all of the Gang Bosses in the Inspection Branch are comparing themselves with supervisors in the Operating Branch who have less responsibility. They are disgusted and that is why so many of them would like to be transferred to the Operating Branch. I believe that the higher ups should let a man go when he has an opportunity and not encourage a man to stay in the Inspection Branch on the promise that they can do just as good by staying on their job which makes this man a problem case later on. There are too many of these cases in the Inspection Branch at the present time due to this condition. X It appears to me as though the men who play the best politics are the men who have the opportunities for advancement. There is too much favoritism shown in most cases." X

Working Conditions

["I believe that the Company could use a little more pressure in furnishing better transportation to its south side employees, such as opening up Crawford Avenue and Cicero Avenue.]

"I believe the Inspection Branch should arrange a department for their old timers doing miscellaneous jobs so as not to use the old employees as footballs. After a man has put in his best years in the Company he should not be set aside and considered a problem but it seems that after a man gets up in years he is not wanted on account of everybody trying to show a great savings in their organization. They have this in one of the machine departments. I believe, therefore, that the Inspection Department should

AJ

June 18, 1929,
Inspection Branch.

DISLIKES

Working Conditions, Continued

show a little more consideration to their old employees.

"In regard to the savings plans, I believe the present system of buying A. T. & T. stock is a good thing and should be taken up by all employees.

"I think the Company hospital is a good thing although I haven't had much to do with them recently. I can't criticize them or throw any roses at them either."

The Job

["There is one thing that I am kicking about and that is that there is not enough work, and as long as there is no more work there is no chance of earning more money."] Although I have asked for work several times I have always been told to wait as there were going to be some changes made. There have been changes made in the Branch but none of them seem to have affected my work."

LIKES

Supervision

X "I would like to see the Division Chiefs and Department Heads practice a little more themselves what they preach to the little fellow; for so far these Branch Conferences have had very little effect upon some of them." X

Working Conditions

"I think the working conditions are good. In comparison with what they are on the outside I don't see how any man has a right to complain. Things could perhaps be a little bit better by a little more co-operation from the employees themselves.

"I think the Hawthorne Club Stores are a good thing. They should be kept up and encouraged. The noon hour programs are a great thing and should also be encouraged, and I think the Memorial Field is wonderful for the young folk and should be patronized more by them. The Hawthorne Club affords the employees with great opportunities as an educational institution, social, and otherwise."

AJ

June 18, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?
"I believe it a good thing from an educational standpoint. It also affords a chance to air and discuss various grievances."
2. How has it helped you so far?
"I believe it has helped me to raise the morale of my section."
3. Have you changed your method of handling your people since the plan was started?
"No I haven't changed my method."
4. Do you think the Company should keep it up and cover the entire Plant?
"Yes, but I believe that some of the ones higher up should use a little more of this in their own dealings with their help."
5. Are the discussions in the Conferences now more interesting or less so?
"They are more interesting, but it seems to me that the former discussions are coming up again in the Divisional Conferences. I don't think they are getting monotonous; I think they are still interesting."
6. Has the plan been embarrassing to you in any way?
"No."
7. Have you any suggestions for improving on the present plan?
"I think the way the Conferences are conducted at the present time is about as good as you could want."
8. Do you think the employees are in favor of it?
"I believe there are too many people interviewing employees. I think that the interviewing should be left to one organization alone."
9. How often do you think the interviews should be made?
"Not more than twice a year unless something special happens between time."
10. Do you think employees will work as hard when not driven?
Some will and some will not. Some want to be clubbed; some have to be bulldozed, while with others you can get more out of them by being friendly with them; but at the same time not to play favors to any individual as is often being done."

AJ

June 19, 1929,
Inspection Branch.

DISLIKES

Supervision

No comments.

Working Conditions

"When I was on the other job I might have had a few comments to make. It was pretty dirty there but they are correct that part of it now.

"I am taking my full share of A. T. & T. stock but I wish they would let us take more. That is the only trouble with that. I would like to see them do what they used to do. After we had paid so much in they let us pay up and then re-subscribe for more. Under the present scheme it takes too long to pay up."

The Job

"I believe that as long as the Section Chief has the responsibility that he has he should be paid more for it. I would like to see them put on a weekly basis or something like that. You know we all get a rub once in a while but I guess it will all come out in the wash. I mean that if you get a bump or a bawling out once in a while everything will turn out all right eventually."

LIKES

Supervision

"I don't know of anything detrimental about the supervision. In my opinion I think it is all right."

Working Conditions

"As far as the working conditions are concerned I don't know as there is anything to complain about.

"The light and ventilation are all right as far as I can see.

"I cannot say much about the hospital as I have not had much contact with it.

AJ

June 19, 1929,
Inspection Branch.

LIKES

Working Conditions, Continued.

"The Company restaurant is very good; as good as can be expected. In fact it is better than any other place that I know of. They might cut their prices a little but that doesn't matter much to me.

"I get good service at the Club Store. A lot of employees complain that they can't get waited on at noon but I must hit them at about the right time because I get waited on almost in a minute.

"The vacation plan suits me all right. That was always my pick of the periods, at least within a week of that time. There are very few companies giving vacations to employees like our Company does.

"The Company is very good as big as they are. They have a lot of people to contend with and a lot of different classes of people and it is a wonder they get by as they do. I have been around here now about fifteen years and I can't see where there is much of a kick coming. There might be if everybody was not treated right."

The Job

"My job is satisfactory as far as I can see. It is new but it is all right."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"I think it is all right. It brings out grievances and any other ideas that the boys have toward the Company."

2. How has it helped you so far?

"It has helped me to see my faults and I can correct them."

3. Have you changed your method of handling your people since the plan was started?

"No, not to amount to anything."

AJ

June 19, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM - Continued.

4. Do you think the Company should keep it up and cover the entire Plant?

"I don't know why they should not. I think it has paid very well in our Branch."

5. Are the discussions in the Conferences now more interesting or less so?

"I think the interviews are more interesting than the others. There is something different all the time."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"Some of them like it. Where I was some of them were wondering why there were not interviewed. Whether they wanted to get something off their chest or not, I don't know."

9. How often do you think the interviews should be made?

"Not very often. It is the same way with the 'Black Book.' That got to be a pest. About every five years would be enough in my opinion."

10. Do you think employees will work as hard when not driven?

"If you give any employee an inducement they will work hard without being driven."

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June 14, 1929,
Inspection Branch.

DISLIKES

Supervision

"Some of the supervisors in the Inspection Branch are expected to do this or do that and still keep up their pace, while others seem to be able to take things pretty easy and don't have to work at a pace as fast as we do. In other words, I don't think that we are getting proper cooperation from some of the supervisors in other organizations within the Inspection Branch. For instance, I don't think the Inspection Laboratory is cooperating as they should. It may be due to the fact that they haven't enough of the right kind of men. One's reputation around this place depends upon just what kind of a job he does, and in order to make a good showing he can only go so far himself and then expect others concerned to do their bit in order to put the job across. My job depends a whole lot upon the cooperation I can get from the Laboratory and Output Department and all the other service organizations. If we have an instance where testing equipment goes wrong we call on the Laboratory to fix it but it doesn't mean that they should take as long as they do to fix it. They should act to give us service as if the job was rushed. Since I am required to get the job out in a hurry I expect them to take the same attitude and get the job out. This is one condition that I have to contend with. It seems that they have no pace to follow."

Working Conditions

"There are not enough lockers provided for the men. The men come to me thinking that they can get a locker just as they ask for one while it is impossible to do that.

X "I have another bad condition in which the Operating Department employees are punching on the same clock as my employees. Before when only the inspectors were on this clock it was pretty orderly at quitting time but now since the operators are on this clock there is quite a commotion raised at quitting time. It is an unsatisfactory condition. They ought to have more than one clock in here. X

"The way it used to be for parking space it was very handy for parking your car. I don't bring my car any more but I have heard other fellows say that it takes much longer to get out since there are more employees using the grounds for parking.

"This is a very good place to work providing you can get in but I had considerable difficulty in getting one of my friends in here. Being a supervisor myself and knowing the qualifications of

AJ

June 14, 1929,
Inspection Branch.

DISLIKES

Working Conditions, Continued

the men desired I could safely vouch for this man turning out to be a satisfactory employee. In fact I think he could advance to something beyond what I did finally get for him. Any objections on anyone's part against working for the Western Electric Company is not because the Western is bad but because their policies are not always carried out by the supervisors as they were intended to be. You know you have heard fellows say, 'That fellow sure gypped me.' It is not the Western that he is condemning, it is the man who gave him the raw deal."

*How'd
Discussion
Point?*

The Job

"I think the Section Chief's job is comparable with the Foreman's job in the Operating Branch. The Inspection Section Chief is responsible for an entire body of men and responsible for all their work to the same extent as a Department Head. I would say that my job is just as good as our Department Head's job. I am just as much responsible for his work as he is.

"As far as the job is concerned it is sometimes necessary to replace apparatus. When we don't get good service on apparatus it means that we cannot ship the work and that means a lot of congestion."

LIKES

Supervision

"I think my supervisors are all right. They are pretty well organized. We have a pretty good line-up."

Working Conditions

"I think the thrift plans are a wonderful idea. I have Building and Loan, Ready Money, and A. T. & T. stock myself and I am sorry that I didn't start buying stock when I started with the Company.

"My visit to the hospital to see one of my men convinced me that it is a very caretaking place and that they are able to take care of any condition that may arise. Personally I was never treated at the hospital in all my time here; nothing ever happened to me.

AJ

June 14, 1929,
Inspection Branch.

LIKES

Working Conditions, Continued

"The water service is good and the toilets are all right. The washrooms are good.

"I think the Club Store is a wonderful thing. I do as much shopping as I can at the Club Store. The other affairs of the Club are in good order. I am in favor of all of them and like the way they are conducted.

"I think the schools that we have here are wonderful. The subjects that are taught fit right into our daily work and the management acknowledges the interest a man takes in going to that school.

"I think the Company's policies are most all good."

The Job

"I am satisfied with the job and I got a good raise this time. I feel that the Company must be satisfied too or they would not have given me that.

"I don't think I have any complaints insofar as promotion is concerned. For the time that I have been here I have been advanced pretty nicely. In comparing my job with some of the other Section Heads I think mine is better. I have more to do."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"It is just what we needed. It is the only way that we as employees can get things across to those whom it really concerns and to those who are in a position to really do something about it."

2. How has it helped you so far?

"It has helped me to the extent of learning how cases should be handled before they actually came up to me to decide."

3. Have you changed your method of handling your people since the plan was started?

"No. I never was a hard guy. I always listen to the men's side of the story and give them a just decision."

AJ

June 14, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM - Continued.

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes I think they should."

5. Are the discussions in the Conferences now more interesting or less so?

"I think the interviews are more interesting since they deal with actual conditions rather than probabilities. They have not become monotonous to me."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"I think you would get a better tale of woe if you conducted the interviews around revision time."

8. Do you think the employees are in favor of it?

"I think they are."

9. How often do you think the interviews should be made?

"Once a year; just so that an employee will feel that he is still on the Company roll and that someone has some interest in him."

10. Do you think employees will work as hard when not driven?

"I think they will work harder."

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June 14, 1929,
Inspection Branch.

DISLIKES

Supervision

"To my way of thinking there is good and bad supervision in the Inspection Branch. There are certain phases of it that could be improved upon. Of course, that is general and is based on the contact I have had with various supervisors throughout the Branch. Another thing that I have found out about supervision is that a man should study about as much as he possibly can. I say this because in my interviews with employees I preach that to them; to the men especially. Of course, in my own case it has been unfortunate that I could not get all the schooling I should have got because of my father dying and I had to go to work. I am studying at home now though. I am taking up a course, sort of a correspondence course, although there is no examination or anything of that kind. It is just a set of books that I purchased. Then my boys help me out a whole lot through their work in high school."

Working Conditions

"The restaurant and lunch stands are a very good thing for the employees but there ought to be more of the lunch stands. I speak from actual knowledge. I can see that every day. There is always quite a jam down there; not only at noon but before noon.

"I think the hospital is a little strict in some cases. For instance there requirements for new employees. I had one girl who was supposed to be underweight. I received a notice from the medical department to this effect. Another one I had was overweight, which, in my opinion didn't affect her efficiency in any way.

"I think that more street cars should be provided to take care of the overtime crowds. I have had complaints from time to time from some of my people and have also had the actual experience once or twice when I didn't drive down myself.

X "In regard to the vacation plan I believe that a little more consideration should be shown old employees with ten years' service or over. I would say that they should have a longer vacation period than people who have only been here two years." X

AJ

June 14, 1929,
Inspection Branch.

DISLIKES

The Job.

"There is one unsatisfactory condition that I might mention and that is the cooperation received from the Manufacturing Difficulties Organization. It seems to me that it all depends upon what door they happen to come in from while investigating the job. The general trend is that if they are called from the Assembly Departments it is generally their practice to condemn the shop department, and on the *other* hand if called in by the shop department they do their best to have the job passed by the Inspection Department in order to clean up their case in a hurry. That in my estimation is their general way of doing business.

"I believe that we Section Chiefs should be working on a weekly salary and I think we ought to be on a par with Assistant Foremen in the Operating Departments. The reason for this is: If you take any of the work of the Operating Departments which I have been connected with there is only one Assistant Foreman that I know of who had any knowledge of routine, that is, general routine which necessarily involves the Inspection. In other words when they want to know something they usually come out and ask the inspector, 'How should we handle this?' - 'What form should we use, etc.'"

LIKES

Supervision

"I believe that supervisors are treated pretty fairly. We also have a better class of people being hired now. They seem to take more interest in the type of people they hire for inspection work. I like the class of people I am working with and I like the supervision in the other department and also my own supervisors."

Working Conditions

"I don't think that working conditions or sanitary conditions could be improved upon very much. Of course the conditions in our toilets in our shops will always be the same I imagine.

"I think the hospital is very good. They have a good system. I also believe it is a good thing for the Section Chief to visit the sick when they have anybody from their section who is sick because it makes the employees feel that they are thought more of instead of being here only for work. It also shows them that the Company takes a little interest in their welfare.

AJ

June 14, 1929,
Inspection Branch.

LIKES

Working Conditions, Continued

"The Club Store especially is a good thing. I take advantage of it myself. I can buy things cheaper there than outside.

"The savings plans are a good thing. The A. T. & T. stock and Building and Loan are both very good. I am taking my limit of A. T. & T. stock now. I also think that the Home Purchasing plan is very good for the employees.

"I think the Company's policies in general are very good, with the exception of the vacation plan. I am in favor of the one vacation period. It saves a lot of confusion in each department. The benefit fund is a big help to people who have any service."

The Job

"I am interested in the job of course. Only, as I said before, I would not care to stay on the same job all the time. I believe three or four years is sufficient for a supervisor to familiarize himself with that particular line of work. Another thing I would like to mention is that I am a firm believer in changing supervisors from one job to another, Section Chiefs especially. In my own case I was a supervisor in one section for about eight years before I was changed but since then I have been changed pretty regularly and I appreciate it because I think it broadens a man out more. I think a man takes more interest in a job when he is changed like that and there is no chance for him to get rusty. I find my present Operating Department supervisors are very congenial supervisors to work with.

"I believe this last revision was one of the very best I have ever known of. I am saying this from the way my own people felt about it. Everybody seemed to be well satisfied."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"It lets somebody else besides the individuals and the immediate supervisors know just how the employees feel about their work and the Company."

2. How has it helped you so far?

"It has helped me in this respect. I have learned a lot from these supervisory meetings that we have had. It has probably awakened me to some of my own faults."

AJ

June 14, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM - Continued

3. Have you changed your method of handling your people since the plan was started?

"No I can't say that I have. I have always tried to follow the 'Golden Rule.'"

4. Do you think the Company should keep it up and cover the entire plant?

"Yes I think it would help. I don't think it should be confined to one Branch."

5. Are the discussions in the Conference now more interesting or less so?

"I think the interviews are more interesting; the other was all right for the Division as a whole. I don't think the interviews are getting monotonous. They are just as interesting to me as they have been."

"I believe allowing the men to smoke in the Conferences is a big improvement. I think it revives the interest in the Conferences."

6. Has the plan been embarrassing to you in any way?

"Not a bit."

7. Have you any suggestions for improving on the present plan?

"I don't think they could be improved on. It gives the different supervisors a chance to get acquainted too."

8. Do you think the employees are in favor of it?

"I believe they are. The reason I think so is that they might be a little skeptical about informing their immediate supervisors regarding their likes or dislikes."

9. How often do you think the interviews should be made?

"I should think about once a year."

10. Do you think employees will work as hard when not driven?

"Absolutely. You can get more out of a person by talking to him and telling him about his shortcomings than by driving or forcing."

AJ

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June 6, 1929,
Inspection Branch

DISLIKES

Supervision

"Supervision was not very good before some of these changes were made. We had quite a lot of trouble here. It seemed as though you had to belong to the right gang or you couldn't get anywhere. But this has all been changed and I have no criticism of the present supervision."

Working Conditions

"We haven't much chance to patronize the Hawthorne Club Store as there is always a crowd there at noon and at five o'clock, and it is hard to get waited on. Still I don't see what can be done to better this condition."

"I leave home in the morning about a half hour before I would have to if I had good transportation. I consider it best not to take any chances, and this I find is the only way to solve the transportation problem."

The Job

["It takes many years of work and a great deal of knowledge and experience to become a Section Chief in the Inspection Branch, and I think they should be put on the weekly roll.]"

"We used to have Sub-section Chiefs, but now we have Gang Chiefs, all of one grade. I think that someone should be rated higher than the others, and be in line for my job in case something came up. I have two men now whom I think could handle it, but they are now rated the same as the others."

LIKES

Supervision

X "I think the supervision in the Inspection Branch is all right, and I believe that these Conferences have had a great deal to do with bringing about the present methods, and making it so much better than the old ones. I have found that after you become a supervisor you have a great many more opportunities than you had before you became one." X

AJ

June 6, 1929,
Inspection Branch.

LIKES

Working Conditions

"Working conditions are about as good as we can expect, considering the conditions under which we have to operate."

"I think the Hawthorne Club is a wonderful thing, especially its Evening Schools and its athletic activities."

"I take full advantage of most of the thrift plans, except the insurance plan. They are very convenient, as you don't have to make trips to the bank or send any checks there. Before I got into the habit of saving this way I didn't save twenty dollars a year and I am sorry I didn't start saving this way years ago. Years ago there was nobody here to tell you about the advantages of these things. At least I don't remember anyone encouraging me to save."

"Every time any of my people have been over to the Welfare Organization they have always been taken care of, or I was given a good reason why they could not be. I have always had good cooperation from both the Personnel and the Welfare Organizations."

"I have worked in a number of places, and I think the Western Electric Company is better than the average place to work, and I have no complaint in regard to any of the Company's policies. They have everything here for a fellow in the line of education and experience, and it is up to the employee to take advantage of these opportunities."

The Job

"I like my job because it is not a regular routine job, but one where new developments and changes make the work interesting, as practically all of the work we handle is still being experimented on, and there is no definite way of handling it as yet. Another good thing about it is that whenever anything goes wrong on the outside they let you go out to take a look at it to see what caused the trouble and what can be done to avoid the same trouble in the future. I have no complaint to make about my pay, as I have been quite fortunate in that respect, and have always received some consideration. They recently raised the grade number of the job."

AJ

June 6, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"My honest opinion of it is this: For the first six or eight months the Conferences were very interesting, but now they are getting so that all the interviews used for discussion are along the same line. Of course the wordings are different but they all drift back to the same subject and the same problems in supervision. I think we have received all the benefits we can out of the interviews and that the next thing to do is to have the supervisors bring up some of their own difficulties or problems for discussion."

2. How has it helped you so far?

"It has done wonders. I received a great deal more out of it than I ever expected, and I think the majority of us have too. It has helped a lot to have the other fellows bring up the different experiences they have had at one time or another, for this has broadened us all out. I also think we have received more benefit out of the Conferences since they were split up and there are only Section Heads at our meetings. The men are not only more willing to talk, we get a better view of things that concern Section Heads only."

3. Have you changed your method of handling your people since the plan was started?

"No. Not in regard to my attitude towards the help. I always believed in leading instead of driving."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes, I really believe it would be good for all the Branches to have Conferences just as we have. From the dealings I have had with them I know of a lot of them that need it."

5. Are the discussions in the Conferences now more interesting or less so?

"I think the interviews were more interesting up to a few weeks ago than they are now, due to the interviews being along the same lines as others we have discussed. Several of the fellows have agreed with me on this."

6. Has the plan been embarrassing to you in any way?

"No I haven't heard anything yet that has been in the least embarrassing to me."

AJ

June 6, 1929,
Inspection Branch

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM, Continued

7. Have you any suggestions for improving on the present plan?

"Now that we have a pretty good slant on what the employee's attitude is towards his supervisors, we ought to get the supervisor's views along the same line. This would probably be a different story and would be beneficial."

8. Do you think the employees are in favor of it?

"I don't think they are against it. It gives them a chance to talk without getting a black eye, and I would think that they would be glad of the opportunity."

9. How often do you think the interviews should be made?

"I don't think there will be much change in a year, and that once a year would be about right."

10. Do you think employees will work as hard when not driven?

Absolutely. I always thought that was the best method, and always used it, or at least tried to use it."

AJ

C O P Y

June 6, 1929,
Inspection Branch.

DISLIKES

Supervision

None.

Working Conditions

None.

The Job

X "I don't think that I have been given proper consideration for advancement. There have been three Department Heads in our place since I have been on this job and they knew nothing about the work and the fact that they all succeeded should reflect somewhat on the ability of the supervisors below them and should entitle them to some consideration with respect to promotion. X I think that when a man is overlooked he ought to be told just why he was not considered for the job so that if there are any unsatisfactory features about himself he may take the proper steps to correct them. I think that I have cooperated with all of them and have had their good-will and for this reason I feel that some explanation might have been forthcoming. I am not a real old man with the Company but I don't believe the Company rewards long service sufficiently insofar as promotions are concerned.

"There is one thing more. I think that Section Heads should be placed on the weekly roll. My argument is this. In the first place where there is a lot of overtime the wages that a Section Head receives are almost double to that of other Section Heads who don't have any chance to work overtime. That may be a selfish viewpoint but from a Company viewpoint being on an hourly rate encourages overtime where it is not necessary. Placing the Section Heads on the weekly roll would put them on the par with the Assistant Foremen of the Operating Branch where they belong."

LIKES

Supervision

"Since I have been with the Western Electric Company I can say that all of my immediate supervisors have always been very satisfactory. I can't say that they have been all alike, but they have all been honest with me and treated me decently.

AJ

June 6, 1929,
Inspection Branch.

LIKES

Supervision, Continued

"Insofar as those higher up are concerned, I can't say much about them. I don't mean that I have any disrespect for them, but that I don't know them well enough to discuss them.

"One Department Head in particular that I had I liked because he backed up his employees to the limit and treated everybody impartially. You can describe him by saying that he was real human."

Working Conditions

"In general I will say that working conditions are good and probably better than in most other concerns. I have been around through other shops considerably and haven't seen any as good as this one.

"I can say this in regard to the thrift plans. I wish that I had been wiser sooner. I especially can be thankful for the thrift plans because they have helped me to obtain my first home. Insofar as the employees are concerned, the fact that we have about ninety-five per cent of them subscribing for their full quota of stock and also a good portion of them subscribing to the Ready Money Plan, speaks for itself.

"I have never heard of any of our employees who were not treated right by the Company hospital. There was only one instance when I was over there for treatment and they gave me proper attention.

"I think the Club Store is a good thing. I won't say it is one hundred per cent, but there are certain things you can buy there at a lower price, and it is also quite convenient. The social and athletic end of the Club cannot be criticized at all. It is one hundred per cent in that respect.

"I am satisfied with the vacation plan and I think that most of our employees are well satisfied with it.

"Personally, I think that the Western Electric Company are the leaders in their class, considering the size."

The Job

"In general I am well satisfied with my job. The particular department I am in is one of the most interesting in the whole

AJ

June 6, 1929,
Inspection Branch.

LIKES

The Job, Continued

place. I like the job because it is different from the rest of the shop work and it is educational.

"In regard to the salary I am satisfied. I can't kick at all in respect to the way I have been treated with wages. I can also say that most of our people are satisfied."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"The interviewing program should without a doubt be commended for the reason that it brings the employees alive to the fact that the Company is interested in them and that they are anxious to correct any general conditions which are not as they should be."

2. How has it helped you so far?

"It has helped me in this respect. The employees feel as if they have some word in the way certain rules are made and for this reason they are more easily satisfied and more easily supervised."

3. Have you changed your method of handling your people since the plan was started?

"I don't think I have. If I have changed it has been subconsciously. We are in a changing world and I have probably changed with it."

4. Do you think the Company should keep it up and cover the entire Plant?

"I think so. What is good for us ought to be good for the rest."

5. Are the discussions in the Conferences now more interesting or less so?

"I think the discussions of the interviews have been more interesting. The arrangement of the groups is also better; having supervisors of one rank in the same group promotes more and better discussion."

6. Has the plan been embarrassing to you in any way?

"Not a bit."

AJ

June 6, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM - Continued

7. Have you any suggestions for improving on the present plan?

"The Conferences are not getting monotonous exactly, but I think there is room and it is a good place for the discussion of other things; when a general routine or instruction goes into effect which effects the whole organization it might be a good place to discuss it rightthere. There must be some interviews that we can get something out of, and if you could mix something else in with them, it would be much better."

8. Do you think the employees are in favor of it?

"Yes I do. I had one fellow whom I interviewed just recently. He came in here from another large company in the City and he said this place was just like home to him after he became acquainted and was talked to by the interviewer. He said that nothing of a similar nature had ever been attempted at his previous company and his personal opinion was that it would help that other company very much."

9. How often do you think the interviews should be made?

"Once a year."

10. Do you think employees will work as hard when not driven?

"Absolutely. You can't drive anybody today."

AJ

June 6, 1929,
Inspection Branch.

DISLIKES

Supervision

X "There are some cases in which the Department Head doesn't place enough confidence in his Section Heads. In other words, there are some cases in which the Department Head doesn't come to the Section Head and talk to him about a job but goes direct to one of the employees and talks to him. In other words he is doing a Gang Chief's job. X I believe the Department Head should come direct to the Section Head and inform him if there is anything wrong before he goes to the employee. I have seen several cases where even the Division Head came down and questioned the employees about waiting time. In many cases the girls wanted to make a big impression on him and let him know that they were on the job. The girls wouldn't explain to him why they had been waiting and naturally the Division Chief didn't get the right story from them. Then he would go to the Section Head and the Section Head would have to tell him the right story. I don't think it is the Division Head's job to come down and talk to employees in regard to the work or in regard to the output. I feel that he should go to the Department Head to get that information."

Working Conditions

"The ventilation is not what it should be. In the winter time the men working by the windows open them and it causes a draft through the building. The girls are continually complaining about it. When we open the windows in the summer time we get a lot of smoke.

"There are not sufficient toilets to take care of the number of employees that we have here.

"The locker situation is rotten. There are too many employees occupying one small locker. In the winter time they can't put their clothes in. There are two and three men in a locker and most of them wear over-alls. When one employee fails to come to work the one who does come in is obliged to hang his clean clothes in with the dirty and greasy over-alls of the one who doesn't come in.

"The janitor service isn't what it should be. One janitor is assigned to too large an area. He hasn't the time to do the work right. He tries to cover the whole building and it results in rubbish accumulating in different spots along the floor.

AJ

June 6, 1929,
Inspection Branch.

Working Conditions, Continued

"I have had several cases in which night employees have been injured. They hold these fellows over to see the doctor until the following morning. Their quitting time is 6:15 A.M. and they have to sit here until about 8:30 before the doctor comes in. We have had many cases in which the employee didn't have a telephone in his home and we had no way of letting their families know what was wrong. These employees live quite a ways from the Plant and when they would finally get home they would find that their wives would be worried sick. There were several cases in which they had called up here to find out what had happened.

"I have also had cases where the hospital would call night employees in for examination and they would have to stay over until 9:00 o'clock. It works a hardship on the men, especially when they live far from the Plant. It means that they don't get away from the hospital until 10 or 11 o'clock and they don't get the proper hours of sleep. It would be far better to have the employee report in an hour or so earlier in the evening. They would be in a better physical condition for an examination."

The Job

"This section here has always been one of the lowest rated sections. I don't know why. It should be rated higher than it is. It is much lower than a Section Chief's job in the Operating Branch. I believe it should be as high, if not higher. We have to know as much if not more about the job in order to check up their work."

LIKES

Supervision

"My supervisors as a rule have always treated me pretty fair. I am always able to get good backing if anything happens to come up between the different departments, that is, arguments between my department and other departments.

X "I believe that supervision as a whole has improved a lot. Employees are now allowed more freedom than they were years ago. The supervisors used to be pretty strict about petty things that didn't amount to anything." X

Working Conditions

"We have plenty of light.

AJ

June 6, 1929,
Inspection Branch.

LIKES

Working Conditions, Continued

"The thrift plans are all right; especially the A. T. & T. stock. Most of my employees are subscribing for stock. Several years ago I had an employee here who was always up against it on account of sickness in his family. I talked to him for several weeks before I could get him to take out some stock. He finally took two shares and about the time he received the stock one of his children died. He sold the stock then to pay the funeral expenses and came around and thanked me for getting him to take the stock. Since then he has been one of the greatest boosters of A. T. & T. stock. He is now paying on six shares.

"The Hawthorne Club seems to make a hit with most of the employees in my section. The noon hour dancing has made a hit with all the girls.

"The pay-by-check system seems to be all right.

"The Western Electric Company I believe is about as good a Company I have worked for and I have worked for quite a number.

"The Benefit plans, that is, the sick benefit plans are about the greatest things that we have here."

The Job

"One of the things that makes the job satisfactory is that I have got all the help cooperating with me. I have all the confidence in the world in the men I have working for me and I can always rely on them. That is the best part of the job."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"My opinion is that you get a lot of information out of it that is very helpful."

2. How has it helped you so far?

"It has helped me to decide how to handle various cases."

3. Have you changed your method of handling your people since the plan was started?

"No I haven't."

AJ

June 6, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM - Continued.

4. Do you think the Company should keep it up and cover the entire Plant?

"I believe they should."

5. Are the discussions in the Conferences now more interesting or less so?

"They are running about the same."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"I believe that if these questions were given to all the employees on a sheet of paper and let them take it home so that they would have more time to study these questions better results would be obtained."

8. Do you think the employees are in favor of it?

"I believe they are."

9. How often do you think the interviews should be made?

"Once a year."

10. Do you think employees will work as hard when not driven?

"They will work harder. I have been studying that for a long time and I am sure that the old method of driving did more harm than it did good. Employees resent being driven and they will lay down on the job every time they get a chance."

AJ

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May 22, 1929,
Inspection Branch.

13
DISLIKES

Supervision

X "In general I don't believe that the actions sometimes taken by supervisors above the rank of Department Head are in all cases in accordance with the policies outlined by the executives of the Company. For instance, some of the minor infraction of rules by my employees have been dealt with too drastically. Older employees have not been given the same consideration in the last few years that they were shown previously. X The fact that a man has performed a particular job satisfactorily is not taken into consideration when promotions are available unless he is a college man. I believe this opinion prevails among quite a large number of older employees. I believe that these supervisors feel that they are doing the proper thing from the Company standpoint but I don't feel that this gives the older employees proper opportunity for advancement.

["Several years ago I had an opportunity to be transferred to an Operating Department in a supervisory capacity. This opportunity was refused me. This prevented me from obtaining a position considerably higher in rank than the one I hold at the present time] The man who received the job that I could have had and several others who have taken over that same job are now earning considerably more money than I am as they are all now Assistant Foremen or Foremen. (I believe that supervisors in the various sections should be rotated considerably more than they have been as it is unfair to keep a man on one job indefinitely. ")

Working Conditions

"Conditions in my section are unsatisfactory due to the fact that there has been a considerable increase in schedules and no provisions have been made to furnish additional room for testing equipment. 12

"I think the attitude of the medical division is in some cases too severe. We have had several cases in which they recommended dismissal of employees for failure to meet the physical standard in the time limit set by them although the employees were doing everything possible to correct the condition which the hospital wanted to dismiss them for.

"Transportation is very poor. That does not apply to me in person. I am only expressing the opinion of the employees who are

AJ

May 22, 1929,
Inspection Branch.

DISLIKES

Working Conditions, Continued

obliged to ride street cars. Poor transportation is the general cause for employees coming to work late. These are about the only unsatisfactory conditions at the present time."

The Job

X "The job should carry a higher rating and should pay considerably more money." [In comparison with the amount of work, technique, and the ability required, a Section Chief's job should be of the same rating as a Foreman in the Operating Branch. I believe that the Section Chiefs in the Inspection Branch are just as high a caliber of men as the general run of Operating Foremen.]

"I think that the present method of the Check Inspection Organization of reporting jobs which we pass knowingly and which we know are not in accordance with the drawings or specifications is not the proper policy. Reporting conditions of this sort does not show a true picture of the quality of work being shipped.

"The quality checker in my section has informed me that his job is graded 117. This particular man was tried out in one of my sections several years ago as a Sub-section Chief and failed to make good. Several of my Group Chiefs have learned of this and feel that if the quality checking job is of a nature which entitled it to carry 117 grade, the job of Group Chief or Sub-section Chief should be increased to a higher grade."

LIKES

Supervision

"Personally I have a pretty decent bunch of Department Heads to work for with the possible exception of one. I like a supervisor who can see both sides of a question and who is able to convince you of the propriety of his decisions. I think my subordinate supervisors are cooperating with me to the best of their ability. In general, I feel that I have been well treated with the exception of the time when I wanted a transfer to the Operating Branch."

Working Conditions

"The thrift plans are the best things for the welfare of the employees. In general, I believe that the Company is doing about everything they can possibly do for the general welfare of its employees."

AJ

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May 22, 1929,
Inspection Branch.

LIKES

The Job

"I am satisfied with the job except with the fact that I am not making enough money."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?
"It has been a very good thing for the employees in general."
2. How has it helped you so far?
"It has changed the attitude of some of my subordinate supervisors in dealing with their people to the extent that it has increased the general efficiency of the section."
3. Have you changed your method of handling your people since the plan was started?
"I may have unconsciously but not to any great extent."
4. Do you think the Company should keep it up and cover the entire Plant?
"I do."
5. Are the discussions in the Conferences now more interesting or less so?
"They are getting to be too much of the same thing. This question was a good one several months ago when you changed over from the Division conferences to the present arrangement."
6. Has the plan been embarrassing to you in any way?
"No."
7. Have you any suggestions for improving on the present plan?
"No."
8. Do you think the employees are in favor of it?
"Yes, very much so. Some of them seem to think that what they say to the interviewer they would not dare tell to their supervisor, but I don't know where they get that attitude."
9. How often do you think the interviews should be made?
"Yearly."
10. Do you think employees will work as hard when not driven?
"They will work harder."

AJ

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May 23, 1929,
Inspection Branch.

14
DISLIKES

Supervision

No comments.

Working Conditions

"I think that they are a little crowded for space in one of our Operating Departments. My inspectors have to go in there to make certain checks and there isn't sufficient aisle space for them to get around with ease.

X "We have one disadvantage here when they have special sales at the Employees' Store on overcoats, raincoats, and things of that nature because by the time that we get there the stock is pretty well picked over. X

"Some of my people complain about the street car service on Cicero Avenue, especially those living around Madison and Harrison. The cars are filled up before they get to these points and they go by without stopping here. My people have to wait for three or four cars to go by and sometimes more. I have a Group Chief who kicks about this considerably, especially in the winter time.

"I would like to see the new vacation plan worked out before I make any comments about it. I might say this much about it; the majority of the employees appear satisfied with the period."

The Job

No comments.

LIKES

Supervision

"The supervision insofar as I can see is as good as it can be. In that respect I can say that everyone is treated as good as possible. My belief is that our people are even being treated better than some of the people in other divisions in the Inspection Branch. There is no driving by supervisors. They get every chance to make good themselves. I think myself, that I am a little too easy but I get fine cooperation from my fellows; in fact they will do anything for me. Of course the Group Chiefs are

AJ

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Inspection Branch.

LIKES

Supervision, Continued

all made up of different caliber. Some are inclined to be easy and some are inclined to be very strict. I try to tame down the very strict ones once in a while and the others I have to give a little advice^{to} and tell them to get on the job. I like supervisory work. The reason for that is that somehow or other I always get good co-operation from my help and very seldom hit a snag.

"I will say this much about the bogey. The bogey system makes supervision much easier. It gives the people an incentive to work harder and to stick closer to their job. They are told that the more efficiency they make the more money they will get and naturally they like the idea of working on bogey.

"The bunch of Group Chiefs that I have are all pretty intelligent fellows and I think some of them ought to get a chance to get something better. We can't advance them all to Sub-section or Section Chiefs but they have been on the job for several years and some of them are in a rut. That is all I can say until they get an opportunity to show their capabilities in another line. I think there are opportunities for them in the Inspection Branch but the trouble is to get them placed and to sell them to other organizations. There is the Inspection Results Division, Quality Checking, etc. Those jobs could be handled by the majority of my Group Chiefs. Of course it depends a great deal upon what your Division Head or Department Head think about them, and they can, more or less, make or break the supervisor."

Working Conditions

"I think the working conditions, at least in my particular section are better than the average in the shop. We get all the fresh air, light, and ventilation that could be desired. We are also well supplied with heat in the winter time.

"Considering the facilities that the restaurant has I think they give us pretty good service. I think they are handicapped by the large number of people they have to serve and the result is that some have to wait from ten to twenty minutes for service. I would rather eat in our restaurant than in those places on Twenty-second Street at that. It is much cleaner and more sanitary, and the food is good and the price is reasonable.

AJ

May 23, 1929,
Inspection Branch.

LIKES

Working Conditions, Continued

"Our Club representative gives us all the service we want. He is very obliging and keeps us informed of all the things they have to offer. I think the Club performs a very satisfactory service and I know that a number of my people take advantage of the sales there and have been well satisfied with what they bought.

"I get good service from the Welfare Organizations. We have had several people off sick at times and also employees who were in need of money and all have been well taken care of.

"The thrift plans are all good. I think they help the employees to save where they would otherwise spend. I know of one case in particular now where a Group Chief has three or four hundred dollars in the bank through the Ready Money Plan and he says that if it wasn't for this he probably wouldn't have a dollar.

"I think the Evening Schools offer good opportunities, and especially now that we have a lot of new help; mostly high school people. I think there will be a lot of them who will take advantage of the schools this coming semester.

"My honest opinion of the Western Electric Company is that they are setting an example to other industries by trying to establish ideal working conditions. I have worked in other places and have also heard the opinions of others and the working conditions and wages are better here than they are at other concerns."

The Job

"I am entirely satisfied with my job. I think I have got a square deal all the way through. The general nature of the work is educative as you get a chance to express yourself by work or letter. You get lots of chances to write memorandums. That alone improves your education to a certain extent. Contact with all kinds of people broadens you out and gives you an insight ^{into} of the different characteristics of your help ~~to~~ teach you how to handle different people whom you come in contact with. The work has been interesting all the way through from the raw material to the finished product and there is lots to learn. There is something new developing right along and this keeps a fellow on his toes."

AJ

May 23, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"I think the object of the plan is worth while as an experiment and I think it will be successful. It will help supervision, and eventually it will give some supervisors a knowledge of supervision that they have never thought of before."

2. How has it helped you so far?

"I get a lot of good points out of the Conferences. For one thing the Conferences are educational. They make a fellow think."

3. Have you changed your method of handling your people since the plan was started?

"No I haven't; I never was a driver."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes I think it is a good thing."

5. Are the discussions in the Conferences now more interesting or less so?

"I think the interviews are better. They bring up more points in common with the work and we get the employees' viewpoint. I find the interviews just as interesting now as they were originally."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"They have no objections. I have never heard an unsatisfactory comment about it."

9. How often do you think the interviews should be made?

"Once a year."

10. Do you think employees will work as hard when not driven?

"I think they will work harder. They will work with a much better spirit anyway."

AJ

May 21, 1929,
Inspection Branch.

15

DISLIKES

Supervision

No comments.

Working Conditions

λ "You know as a supervisor I am responsible for getting the work out on time and I have considerable trouble at times due to a shortage of trucks. My supervisors have done all they could about it but the situation is not cleared up to any great extent; however, it seems that this trouble exists about all over the Plant. X

"I have had employees complain in regard to the transportation when they work overtime. When they got out there were no cars and when one did come there was such a crowd waiting for it that you had to scramble to get on.

["They ought to have more suction fans and pipes to draw the fumes away from the soldering irons in this particular section because in the winter months you cannot open the windows very often without creating some disturbance and dissatisfaction among some of the employees due to the drafts and cold air."]

The Job

("I think that the Section Heads in the Inspection Branch are not compensated in proportion to the Operating Branch rate of pay on jobs of equivalent importance. All of the Section Heads in this Operating Department average from \$1.10 to \$1.20 an hour.")

LIKES

Supervision

X "In general I think the supervision is as good as can be expected for such a big organization. Supervision as I see it is being brought up to a high state of efficiency due to our conferences and due to the different studies that we have had. These naturally tend to make good supervision. The supervisor personally is on the upgrade and the morale of the supervision is on the upgrade also. λ

Interesting
↓

AJ

May 21, 1929,
Inspection Branch.

LIKES

Supervision, Continued

"I feel as though the training that we are getting now in the Supervisory Training Conferences is equivalent to a college course in foremanship and that we will all benefit by it. You can see for yourself that everything is better and that it is not what it used to be."

Working Conditions

"I think the Hawthorne Club is a good thing. I have no unsatisfactory comments to make on it.

"The Company hospital is very good. The routine we have in regard to taking care of minor injuries and cuts is satisfactory.

"The transportation is very much better now than it used to be.

"Our thrift plans are very good. In a general way they offer a systematic way of saving and the employees are getting the benefit of subscribing. I had a man come over to me the other day from a former job I was on, and his statement was 'I am very glad that you talked me into starting the Building and Loan. I have about \$400.00 saved up to date which I don't believe I would have had if I had not subscribed at that time.'"

"I believe the educational facilities at Hawthorne are better than most organizations of this kind can offer.

"There was some dissatisfaction at first when the pay by checks was started but the employees have become accustomed to it and I believe they now see the benefits of it.

"The heating of this room is exceptionally good in the winter."

The Job

"In general my job is interesting. I am kept busy trying to apply the principles in my daily contacts that I have been taught in the Supervisory Training Conferences.

"The task and bogey systems are very good. There is not as much dissatisfaction at raise time amongst the employees when you are able to tell them just what caused them to receive an increase or vice versa. It clears their mind in regard to partiality being shown in any case. Years back it was a pretty hard thing to show some employees why this man or this girl received a raise and why they did not."

AJ

May 21, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?
"I think the interviewing plan has ironed out a considerable number of troubles that have existed throughout the Plant and I believe the supervisors in general see it in its true light."
2. How has it helped you so far?
"My mind is clear in regard to myself because I have always tried to deal with employees as I would like to have them deal with me."
3. Have you changed your method of handling your people since the plan was started?
"I don't know. I don't suppose I have changed my methods any. There are no specific cases that I know of where I have deviated from this same policy as laid down by the Company."
4. Do you think the Company should keep it up and cover the entire Plant?
"Yes I believe they should."
5. Are the discussions in the Conferences now more interesting or less so?
"The discussions to me are always interesting. I try to get all I can out of them."
6. Has the plan been embarrassing to you in any way?
"No."
7. Have you any suggestions for improving on the present plan?
"I believe your method of handling these interviews in the Conference is exceptionally good and above reproach."
8. Do you think the employees are in favor of it?
"I believe they are. They seem to be more satisfied knowing that the Company has undertaken in a big way to make sure that its policies are carried out. It makes them feel that the management is interested in them individually."
9. How often do you think the interviews should be made?
"Once a year."
10. Do you think employees will work as hard when not driven?
"They will work harder when not driven."

AJ

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June 4, 1929,
Inspection Branch.

16

DISLIKES

Supervision

No comments.

Working Conditions

"There is one thing that I notice in regard to the hospital and that is this. If a girl faints in our place they send a fireman over with a wheel chair and he is not accompanied by anybody. I believe that a nurse or someone with some medical knowledge anyhow should come with him. The fireman will not take the patient to the hospital until he has a pass signed by the supervisor. If a girl happens to faint away from her department I don't know what she would do. I have a girl in my section who is subject to fainting spells and I always send a female supervisor with her to the hospital. The hospital cooperates very well otherwise in handling these cases.

"I believe they ought to have more help in the Club store. Some of my people have complained about that too. We only have a short period in which to buy there during the noon hour and it is impossible to get service.

"I don't know if they ought to have one general vacation period or not. A lot of employees would possibly like to have their vacation at other times depending upon their family conditions. I don't believe that this arbitrary setting of one vacation period is going to work out just right. There will be a lot of people who will ~~complain~~ ^{be} on going with their folks on trips, etc. and the head of the house might not be able to get his vacation at that time."

The Job

"I think there is something wrong with the method of promotion here. Employees with short service are being pushed along the line while other employees well qualified are left where they are. I don't think that employees should be promoted unless qualified though. This condition is becoming more noticeable of late.

"The job is all right but I am not getting anywhere on it."

AJ

June 4, 1929,
Inspection Branch.

LIKES

Supervision

"I think supervision as a whole in the Inspection Branch is very good. As far as I can see everything is all right."

Working Conditions

"I think the working conditions are good, in fact, they are better than in most large concerns.

"We have good lighting, heating, ventilation, and good sanitary conditions also. They try to keep the place as clean as possible. I guess it would be impossible to keep everything around a big place like this absolutely clean. They have a big staff of janitors to take care of it but the employees have a lot to do with that by throwing things around.

"The Men's Service Department has certainly cooperated well in so far as I know. They sent one of my employees pay up to his house by special messenger.

"I think the Club in general is a fine thing for the employees.

"I think the thrift plans are the best things for the employees that were ever instituted by any Company. Employees, especially young fellows, will spend all their money but this way with it taken out of their pay they save and don't know it and it starts them off on the right track. Of the three plans I think the A. T. & T. stock plan is the best. The stock is good because the rights combined with dividends paid you make the investment one which would be hard to duplicate in any other way.

"The vacation by itself is, of course, all right. I think the Company as a whole treats its employees fine."

The Job

"I like the work. It is very interesting for one thing.

"I guess the pay of Section Chiefs is about on the par. If not, I know they are trying to make it that way."

AJ

June 4, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?
"I think it is a fine thing. An employee might have several grievances which he would be reluctant to take up with his immediate supervisor but with the interviewing plan he has an opportunity to express himself freely."
2. How has it helped you so far?
"It has given me an insight in the various methods employed by other supervisors in handling their help and in that way it has benefited me."
3. Have you changed your method of handling your people since the plan was started?
"No, I don't think so."
4. Do you think the Company should keep it up and cover the entire Plant?
"Yes."
5. Are the discussions in the Conferences now more interesting or less so?
"They are more interesting now and probably we derive more benefit out of the interviews."
"I don't believe we should hold these Conferences during the hot weather. It seems that we don't take much interest in them when we have hot weather. They are not getting monotonous in any way. We get plenty of discussion in our group."
6. Has the plan been embarrassing to you in any way?
"No."
7. Have you any suggestions for improving on the present plan?
"No."
8. Do you think the employees are in favor of it?
"Yes I do. I have heard several say that they thought it was a fine thing."
9. How often do you think the interviews should be made?
"Once a year."
10. Do you think employees will work as hard when not driven?
"I think they will work a great deal better. I know that I have found that out in my place. If you treat them with consideration they will do more work for you. By driving people you never get anywhere with them. It only makes them antagonistic."

AJ

May 15, 1929,
Inspection Branch.

DISLIKES

Supervision

X "I might suggest here that I think a Department Chief should come around about once a day to visit his Section Chief. X

"I worked for one supervisor who used to irritate me a lot. I don't know what it was but certain traits that he had were very offensive. One was a sarcastic manner of criticizing, another was the way in which he put up the question to you in regard to the passing of defective work. He would handle a trifling matter the same way as something of importance. He would repeat the dose perhaps two or three times. He had a good memory for little things."

Working Conditions

X "The working conditions in my section are not pleasant because of the dirty surroundings and because of the dust and fumes in the air, and also because of the extreme heat in the summer time. In the winter time it is also cold and drafty.

"I had a few cases in which the employees were not entirely sold on the services of the Employees' Service Division. One of the employees wanted a loan and the amount of red tape involved in applying for the loan more than offset the benefits of getting the loan without interest. In this case the employee wanted the money to take care of household bills and she was very displeased at the depth of the investigation and the thoroughness of the Service Department's questioning. She felt that they pried too much into her personal affairs. Personally I have no cause for complaint against the Employees' Service Organization.

"I have heard people find fault with the Ready Money Plan because it is limited to only three banks. They prefer to have it deposited in their own local bank. I think the reason that employees feel this way is that the Ready Money Plan has not been fully explained to them.

["I believe the Company could do more for long service employees but I don't know just what lines it should follow. You know that all the benefits except the old age pension are available to any employee with ten years' service."]

AJ

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May 15, 1929,
Inspection Branch.

DISLIKES

The Job

"I don't consider than an Inspection Section Chief's job is rated the way it should be. There is no prestige to the job. They ought to be rated, I believe, somewhat like the Assistant Foreman's job in pay as well as in privileges. We haven't the privileges that we should have. You know a Section Chief cannot even have a towel now, and as far as towel service is concerned, we haven't even the privilege of an office boy.

"The Section Chief should also be given a desk, either in the section or in the Operating Department office that he is associated with."

LIKES

Supervision

"I haven't anything unfavorable to say about my present supervisor. I think he is well balanced and calm. I haven't any fault to find with either the Division Chief or the Assistant Superintendent. I believe they listen to me when I have anything to say. I might say that they think my ideas are worth listening to."

Working Conditions

"The light is all right. We have sky lights and they let in plenty of light.

"I think the vacation plan is good. It will even be better next year when more people will have sufficient service to get a two weeks' vacation with pay.

"The thrift plans are all good."

The Job

"The work is all right and I like it. There is a variety to it and there is a good deal of development work to it which makes it interesting."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?
"I believe it is a real progressive idea."

AJ

May 15, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM - Continued

2. How has it helped you so far?

"I think it has benefited me most by bettering my subordinate supervisors. It has given them a broader viewpoint. I was never much of a driver myself. I always believed in leading."

3. Have you changed your method of handling your people since the plan was started?

"I might have unconsciously. I know I have changed in this respect. I ponder over a thing more than I did before; but I know there are some supervisors attending these Conferences who do not handle their people the way they say they do in the Conferences."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes. It results in closer relations between the supervisors and employees, and more so since they segregated the different grades of supervisors into separate groups. It leads to more open discussion."

5. Are the discussions in the Conferences now more interesting or less so?

"They are more interesting."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"I have never heard anyone say anything objectionable about it. The fact that a whole lot of them open up indicates that they are glad of the chance."

9. How often do you think the interviews should be made?

"There ought to be a fixed period for taking interviews; either six months or a year to keep pace with changing conditions."

10. Do you think employees will work as hard when not driven?

"I don't know. I never drove anybody yet. I have always been satisfied that I got a day's work out of them by other means. About the best way to do it is to pile it up in front of them and let them dig into it; that is, always keep slightly less help than you really need."

AJ

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Inspection Branch.

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DISLIKES

Supervision

X "My division chief had one bad quality for a while but I believe he has improved considerably of late. We were expected to rush things to get them out for him and he would sit on these things which we referred to him for quick action. That looked all wrong for us to rush things so and have him hold them up. X

["I worked for one department head whose inattention to the job caused poor instruction. I was a new section chief in his organization and he didn't co-operate with me or instruct me properly in regard to the work."]

Working Conditions

"The draft conditions in my section are bad. There are a number of people sick due to this. In my own particular case I have to go down to the cold treatment room several times due to colds which I get from sitting under the sky light. There is a bad draft coming from it.

"The morale of the men in this section has been lowered due to the fact that the toilet in our building is not heated. They continually complain about the danger of ~~getting~~ ^{sitting} cold while in there.

"The congestion, due to shortage of space, is bad. The congestion lowers the morale of the employees because it causes dissatisfaction.

("I believe the Company would save money in the long run if they furnished towels to all shop employees) as the temptation to use toilet paper or tissue paper from the counting rooms is too great. This paper is usually thrown into the bowls and causes clogging. I believe that if all employees were furnished with towels there would be two benefits derived. First, the cost of repairing these clogged bowls would be reduced, and second, the employees themselves would feel that the Company was taking an active interest in their welfare, and this would have a tendency to improve the general cleanliness of the shop as a whole; that is, the employees would co-operate better in keeping the place clean.

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Inspection Branch.

DISLIKES

Working Conditions, Continued

"Also, very few section chiefs or sub-section chiefs have come in possession of their towels legally as the H.W.I. reads that only employees who work on jobs having an occupational hazard are to be provided with towels and that if any other supervisor requires a towel it necessitates a superintendent's approval. Most of the supervisors either bring a towel from home or acquire a Company towel in some manner, and from then on they have them exchanged through some friend in the office.

"I have been eating in the service section of the Company restaurant for about four years and I feel that the prices of the meals are rather high. The thing that brought this up is that they started to charge the ten cents service charge. My bill runs about eight cents more per day.

"The Hawthorne Club Store in building 34-1 should be enlarged to prevent the overcrowded conditions that exist. The employees are crowded into that small room at times to the extent that they have complained that their clothes were torn; in fact, one of my employees, upon returning to the section, said that he rides the Cicero Avenue car every day and that the place down there was worse than the cattle cars on Cicero Avenue. I believe if they put more clerks down there that this situation could be remedied. Possibly some of the employees now discouraged with buying from the Club Store could be prevailed upon to again buy.

"Many of my employees complain about the poor service on Cicero Avenue and also on other lines, such as Twenty-second Street in Chicago, and the suburban lines. The Cicero Avenue cars pick up so many passengers north of Chicago Avenue that it is necessary for those who board the cars from Chicago Avenue and south to often hire a taxicab to get them to work on time. We all know that the transportation lines are giving poor service and I understand the reason for this is insufficient funds. It might be possible for our Company to call a conference between the officials of the transportation line and the proper officials of the Western Electric Company, and ~~in due~~ by co-operation and mutual agreement find some way in which the present facilities could be used to better advantage.

"The switch at Fifty-second and Twenty-second Streets, which is made for the Oak Park cars, should be arranged so that cars can turn the corner and continue in a forward direction instead of backing

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April 30, 1929,
Inspection Branch.

DISLIKES

Working Conditions, Continued

up to do their switching as they now do; this switch has been that way for twenty years. The Twenty-second Street car line in Chicago loads passengers at Forty-sixth Avenue, west of the Belt line at quitting time. The cars which are about to return to the City are standing on the west bound track but the loading is actually done on the east bound track. Our employees stand on the steps of the cars which are on the west bound track, waiting for the conductor to swing open the doors, and not knowing that the doors will not be opened until the east bound track is reached, these employees hang on to the steps of the cars to cross the switch. I have seen, on several occasions, where a motorman started his car up with so much speed that he threw some of the people who were on the steps from the car as would be done in playing crack the whip. On one occasion I talked to the supervisor stationed there and he immediately notified the motorman of the next car to be careful.

"Another danger at this point is that there are three lines of moving automobiles that converge into a single line at the Belt track, and must, because of the condition of the street, turn into the car track to get under the trestle. This street should be repaired at once."

The Job

X"Quality Inspection seems to be doing a good job but there is one disturbing factor about it and that is when a new employee is hired this employee's work immediately becomes subject to check by the quality inspectors. It is my contention that a limited time should be allowed this employee to allow him to become familiar with the work instead of immediately checking and possibly finding defects with which the new employee has not become familiar. X They have not acquired in a short time the judgment that an old inspector has. This checking is done in spite of the fact that the quality inspection people know that new employees are instructed and their work gone over by the instructor. One of the rules of the Quality Inspection Department is that the instructor must not eliminate defects from O.K.'d work or O.K. some defective work before the quality inspector has ~~completed~~ his check. Due to this a new employee may be penalized at the end of a six months' term. I believe that some certain period should be set up before the new employees are checked.

AJ

April 30, 1929,
Inspection Branch.

DISLIKES

The Job, Continued

"It has long been known that the Operating people are paid better than the Inspection people but this was usually set aside when the point was brought out that the Operating people were actually building up something and the Inspection inspectors were only sort of overseeing it. We were able to sell this to our people for some time but now with the task and bogey, statistical quality and efficiency systems, our people feel that they must be far superior in training to the Operating people and, therefore, they feel that they should receive at least the same wages. In other words our people have awakened to the fact that they are living on promises. This same thing also pertains to the supervisors as [it is well known that the gang chiefs in the Operating Branch are practically on a par with section chiefs in the Inspection Branch.] I will admit that conditions are a little better now than during the past, but I think there is still room for much improvement.

"I also believe that the Inspection section chiefs should be furnished with desks the same as assistant foremen in the Operating Branch. Some of the section heads have desks. I did myself once when I was in another section. A desk is much more convenient for keeping your papers and files than a bench. It also adds to your prestige with your people. Some time ago we section heads understood that we were going to get desks but they seem to be pretty slow in coming.

X "There is one thing in connection with my job that I don't think is right and that is that some of our inspectors know as many as three and four jobs in this section. Because of this, these inspectors are shoved from one job to another as the need demands. A new inspector can acquire an efficiency of eighty-five or ninety per cent in about six months and through his efficiency be entitled to a substantial increase. These inspectors who know several jobs cannot show such a combined efficiency on all of these jobs as the newer inspectors working on only one job; therefore, the inspector with any amount of service at all has less chance of receiving an increase than the new inspector. Some scale should be set up to take care of this condition. Another condition is where an inspector knowing several jobs is given a job of instructing new help and during the time of instructing he is credited with day work. Due to this day work time he loses out at revision time as day work only entitles him to the minimum rate of pay of his grade." X

AJ

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Inspection Branch.

LIKES

Supervision

"The only thing I have to say is that my department chief is very good. The point I want to bring out is that he is of the kind that comes around and visits us in our section and is not above recognizing the help on the bench. Another point is that he is in full sympathy with anybody in the section that we point out to him as being in trouble of any kind. They could all be summed up to mean that he is a real fellow."

Working Conditions

"The Company hospital is good. I believe the Welfare Organization is co-operating with us fully. I also believe the spirit of co-operation has been more pronounced during the past year than at any other time during my service, due, I believe, to the active interest the management has shown in its employees during the past year. This interviewing plan, and the changes in the vacation plan have all come in the last year.

"All of the thrift plans and insurance plans are very helpful to us and our people. I have noticed a remarkable improvement in the way employees in general dress in the last few years. It is probably due to the saving spirit or to the higher standard of living. I also believe that there are less cases of our people being roped in by 'loan sharks' and the installment plan.

"The change in the vacation plan, giving one week for one year of service and two weeks for two years' service has made many of our employees happy, and has shown a reaction by the employees being more willing. You can see that they are more willing than they were."

The Job

"I like the job I am on. I get fairly good co-operation from the Operating Department. There has been a tendency lately towards improvement. This is probably due to the fact that the Operating Organization is now being interviewed.

"My work is interesting and is not exactly of a routine nature, that is, there is variety to the work."

AJ

April 30, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?
"The plan is a good one."
2. How has it helped you so far?
"I believe I answered this question in the interview."
3. Have you changed your method of handling your people since the plan was started?
"I would not say that I have, because long before the plan was started I handled my people on practically the same basis."
4. Do you think the Company should keep it up and cover the entire Plant?
"Yes."
5. Are the discussions in the Conferences now more interesting or less so?
"They are more interesting."
6. Has the plan been embarrassing to you in any way?
"No."
7. Have you any suggestions for improving on the present plan?
"No."
8. Do you think the employees are in favor of it?
"Yes."
9. How often do you think the interviews should be made?
"About once a year."
10. Do you think employees will work as hard when not driven?
"I think they will work harder when not driven."

AJ

65
May 2, 1929,
Inspection Branch.

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DISLIKES

Supervision

None.

Working Conditions

X W.C.
"They are all O.K. with the exception of the noise and vibration that we have here. It affects our work; it does not affect me necessarily but it bothers the men. There is an awful lot of trafficking through the aisles and it is this traffic that causes this vibration. We have requested a change in the location."

"The layout of the benches is not the best, that is, the men who face the windows are required to face the light all the time. It would be better if the light came over their shoulders. On a sunny day it is ~~very bad~~ ^{unpleasant}. We have to put something up to shade the men, especially when they are working on real close work."

The Job

"In comparing my pay with section chiefs in our Operating Departments, I think that there is an unsatisfactory condition there. In my opinion there is no less responsibility in handling an Inspection section than there is in handling an Operating section. We are receiving about seventy-five per cent as much money as the Operating section chiefs. This also applies all along the line down to the bench inspectors."

LIKES

Supervision

"My supervisors are all satisfactory as far as I am concerned. As for my department head, I think he is as good a man as I have ever worked for. As far as the higher-ups are concerned, I don't know much about them. I don't come in contact enough with them to have any dealings with them. Any dealings that I have had have always been satisfactory. As long as I have been with the Company, I have always got along with my supervisors. I think they all use good tactics."

AJ

May 2, 1929,
Inspection Branch.

LIKES

Working Conditions

"Here of late I find the toilets much improved. I think we have a better porter on the job. Our monitor is always on the job too; that might be due to him.

"The hospital and welfare departments have always been very good to us.

"The thrift plans are very good. I can cite several experiences that I have had about them. I have had some fellows who never saved any money and we persuaded them to purchase A. T. & T. stock and after having a hard time to pay for it they tried to cash it in several times but we persuaded them not to. They finally got them all paid up and several of them are very thankful for what we have done for them. I am buying the limit myself now.

"I think the vacation plan is all right. It is a very good plan."

The Job

"I like my job. It is interesting and it keeps me busy. I don't think I can complain about promotions or progress that I have made. It is not a whole lot of progress ~~I guess~~ considering my service. My education is limited and I ~~believe~~ that is the cause of it. I don't think that the men with the education are given any unfair advantage over those who haven't got it."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"It is very good as far as I can see."

2. How has it helped you so far?

"The Conferences have helped me considerably in deciding a lot of my own problems, and they also prepare me for cases that may come up."

3. Have you changed your method of handling your people since the plan was started?

"I don't think I have changed any to my knowledge."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes, I think they should."

AJ

May 2, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM - Continued

5.. Are the discussions in the Conferences now more interesting or less so?

"They are more interesting now because I believe the interviews are more natural than before. There is more data to talk about."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"Yes, I believe it gives them a chance to express their opinions about the working conditions and supervision, and it makes them feel better."

9. How often do you think the interviews should be made?

"Annually."

10. Do you think employees will work as hard when not driven?

"Yes I think they will. I am sure of it."

AJ

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Inspection Branch.

20
DISLIKES

Supervision

"My supervisor gets excited once in a while but I don't blame him for doing that. I know the conditions under which he is working."

Working Conditions

"My people complained sometimes during the winter about the cold but that was an isolated case because when it was cold in here it was cold most any place."

"The service on Cicero Avenue is pretty rotten. It is not always the street car company's fault however. The people try to crowd in like a bunch of animals. The service at night is pretty good; I guess they give you about as good as they can."

"Regarding the vacation plan, I feel that a better plan than the present one would be to let the employees who are entitled to a paid vacation after July be permitted to take it during the July shutdown and their pay held until their year or two years' service was up. In that way I feel that the employees would be better satisfied, and it would make our job a whole lot easier because we will not have people off at various times throughout the balance of the year."

"I believe they could locate the loud speaker which is used for the noon hour programs in a more centralized location. It is too far away for some departments to derive any benefit out of it."

The Job

"I think that section chiefs should be provided with desks; not that I want to be high-toned but I believe it would affect the morale of our help. It would make a better appearance and they would have more respect for us - it would appear as though we were somebody, at least. The way we have to sit at a bench now doesn't make a very good appearance."

X "I think the section chiefs should ~~also~~ be furnished with towels. Even the office boys have them. Of course I have one but I have to take it to the office for exchange. I think we ought to have that privilege. I guess all section chiefs do as I do. X

AJ

April 30, 1929,
Inspection Branch.

DISLIKES

The Job - Continued

"I think that our job ought to be classified the same as the assistant foreman's in the Operating Branch. They are on the weekly roll and we should be also. In fact, we have more responsibilities than they do but we don't get as much money as they do. They also get paid for holidays. Putting the section chief on the weekly roll has a tendency to reduce overtime. Although we seldom work overtime in my section, I know from my own experience throughout the shop that section chiefs would not be so free to work overtime. They would manage in some way by juggling their help around without the overtime.

X "Considering the last moves that have been made around here lately, it seems that the section chiefs haven't much chance for advancement. It seems that if you haven't a college education you are through. A lot of us fellows have been section chiefs for years and when the jobs were in the hole we managed to get them out and we have cut down the cost a lot. The fellows who come in here with more education than we are advanced right over us and don't have to go through the experiences that we had to. Of course there are some jobs that require a college education. We could not attempt to hold them down because they require technical knowledge but insofar as supervisory work is concerned, where a technical education is not essential, I think we ought to pick men from the shop. Their experience is just as valuable as education. X

"One thing about the task and bogey scheme, I don't think the bogies are all set equally, that is, on some jobs it is possible to attain a higher efficiency than it is on others; also the rate of pay of the individual inspectors should be in line with the operators in the Operating Branch. I believe that the inspectors have to work just as hard as the people in the Operating Branch do, if not harder. They are also required to have more education."

LIKES

Supervision

I "I never had any trouble with any of my supervisors. They have always treated me all right. When I worked for Mr. A. I thought he was about the best department chief I had ever had. He didn't always talk about work. He often came around and talked about other things. I always got along with all of them; at least, I always thought that I did."

AJ

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April 30, 1929,
Inspection Branch.

LIKES

Working Conditions

"The working conditions are about ideal here.

"The lighting system is exceptionally good.

"This Company is way ahead of other concerns insofar as treatment of their employees is concerned. What started me to say ~~so~~ was taking A. T. & T. stock; in fact, I have always told everybody about the stock. I even analyzed the thing to show my people how they could increase their hourly rates by subscribing for stock.

"The benefit plan is worth a whole lot to us. It keeps us from getting sick; that is, we don't have to worry about where the money is coming from if we are taken sick. I think it is a wonderful plan.

"I enjoy the noon hour programs immensely; they are very good."

The Job

"I like the line of work that I am handling. I find it interesting. As a supervisor I deal with different people all day long and that is what makes it so interesting."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"I think it is a very good plan. It makes the people feel that someone is interested in them. Of course there may be a lot of statements made that are not true. There are things that come up to a supervisor once in a while that he might not handle just right; for instance, he may get a lot of rejections from the Check Inspection, or things may not go just right otherwise. He might bawl a man out or talk a little harsh to him and the employee may not be broadminded enough to realize that. If the fellow is not broadminded he may think that you have a grouch against him and yet you may forget about it as quickly as it happened."

2. How has it helped you so far?

"I have instructed my group chiefs to be more careful how they handle their help. I try to handle the group chiefs the way I expect them to handle the people, or the way I would like to be handled myself."

AJ

April 30, 1929,
Inspection Branch.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM - Cont'd.

3. Have you changed your method of handling your people since the plan was started?

"I give it more thought than I did before."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes. I know that there are more supervisors in the Operating departments who swear at the help than there were in the Inspection Branch. It is pretty rotten the way some of them do. I have even seen supervisors tell improper stories to the girls in the Operating Departments but it isn't done as much in the Inspection departments. I know I never tolerated it in my place."

5. Are the discussions in the Conferences now more interesting or less so?

"I think they are more interesting; especially since we have been separated so that section chiefs are all together in one Conference. We feel more at home and more free to express our opinion during the discussions. In some of the meetings those two hours seem like fifteen minutes."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"I never asked any of them but as far as I know, they favor it. I think that anybody would naturally favor it because they can see that the Company is taking an interest in them."

9. How often do you think the interviews should be made?

"Once a year ought to be sufficient."

10. Do you think employees will work as hard when not driven?

"The majority of them will, but you know there is a certain class that if you will give them an inch they will take a foot."

AJ

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April 25, 1929,
Inspection Branch,

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DISLIKES

Supervision

"Years ago, when I worked on the bench, I had a poor supervisor but that was a long time ago.

"I favor my present department head over the former one because he is more like one of us. The former department head had a poor approach and an overbearing personality.

X "Our division head is hard to understand. Nobody seems to know how to handle him. He nags individual supervisors, like the gang bosses. He has really got them scared of the job, which I think is an unhealthy condition." X

Working Condition

"The walls and ceiling are in a deplorable state.

"The wiring in this room is very unsightly. They tell us that it is temporary but it has been this way for six years."

The Job

"I have been on this job too long and I have also been a section chief too long. This is the second time I have been on this job.

"I also had to wait two years for a four cent increase. Here is the thing that I would like to drive home. I have nothing to look forward to because I am at about the maximum of the grade. I have been recommended for a department chief but it has never materialized. I don't know whether this is a case of poor salesmanship or not. Here is another thing that I would like to say. I think a lot of the other section heads are thinking the same thing. The section heads in the Inspection Branch deal with Operating Branch foremen who receive anywhere from seventy to one hundred dollars a week. The section chief, of course, makes around fifty-five dollars. He is not looked upon at all as a man with any authority, like an Operating foreman. The Operating foremen feel that because they are getting more money that they are, of course, more valuable to the Company.

AJ

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April 25, 1929,
Inspection Branch-M.

DISLIKES

The Job - Continued

That, of course, diminishes the prestige of the Inspection section chief. The Inspection section chief has to be more of a diplomat and more tactful to get home his points.

"The older fellows in the Inspection Branch are not progressing as fast as the new ones are insofar as money is concerned. I think the old ones are being discriminated against because of their service. Some of these older men would make good as supervisors if given a chance, but they won't give them a chance. I think it is those higher up in the organization who prefer the new men and I figure that they want young blood in here in preference to the old timers. I think that more stress should be given to service in considering the men for pay increases and for advancement. We have talked this over in our Conferences and we usually agreed that some inducement should be given to the employees with long service, either in the form of a bonus or extra vacation.

"I have noticed a decided change in conditions around here since [REDACTED] death. He was more commonplace and more for the working man than the present administration is."

LIKES

Supervision

"I have usually been fortunate in having pretty good supervisors. My former division chief was a swell man to work for. He was straight and aboveboard, and always willing to back his men up; in fact, it was a pleasure to work for him."

Working Conditions

"The policies of the Company in general are all very good. They have all been to my advantage, like the benefit plans, etc. The advantages of working here outweigh the disadvantages."

The Job

"The job is interesting because of the nature of the work. It is not at all monotonous."

AJ

April 25, 1929,
Inspection Branch-M.

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?
"I think it is good. It brings out things that perhaps would not have been brought out otherwise."
2. How has it helped you so far?
"The Conferences have brought out some new ideas."
3. Have you changed your method of handling your people since the plan was started?
"No question but what it has done something for me."
4. Do you think the Company should keep it up and cover the entire Plant?
"Yes, there will always be something to bring up."
5. Are the discussions in the Conferences now more interesting or less so?
"They are more interesting. In our last Conference we were so interested that we didn't take our five minute recess. We also went twenty minutes over our time."
6. Has the plan been embarrassing to you in any way?
"No."
7. Have you any suggestions for improving on the present plan?
"No."
8. Do you think the employees are in favor of it?
"I never heard any comments against it."
9. How often do you think the interviews should be made?
"Once in six months; right after the revision periods is when you would hear the complaints."
10. Do you think employees will work as hard when not driven?
"Yes, harder."

AJ

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April 25, 1929,
Inspection Branch-M.

22
DISLIKES

Supervision

"Several years ago, before I became a supervisor myself, I worked for one man in particular; I guess he was a group chief who was one of these kind of fellows who thought that he knew it all. It didn't make any difference how much we knew, so far as he was concerned you didn't know anything - you were just getting by. There were several others in the department who felt the same as I did. I was not the only one who didn't get along with him."

Working Conditions

"We could have a better lighting system in our section than what we have. This has been taken up with the management and I understand that orders have been issued to have a new system installed.

"We are also crowded for working space but I understand that this is also being taken care of.

"I think the janitor service could be improved by keeping the floors a little cleaner than they do.

"In regard to the hospital, I think the treatment that I have received there has been all right but in the matter of service, I think they might schedule the employees that go over there for examination and treatments of minor injuries. It seems they all come over at once. All the cards that you see are marked 8:30 or 9:00 o'clock.

X "So far as buying A. T. & T stock is concerned, I think we should be allowed to buy more stock. I feel that instead of setting a limit on what a man should buy, they should look into his financial standing. X If he is a married man with two or three children he should not be allowed to buy stock to the disadvantage of his family. I feel that the amount we are allowed to buy now is based on conditions of this kind but there are a lot of fellows who don't have these responsibilities and who could buy more stock than the present plan allows.

I
["One thing I would like to suggest is that they let us start to work earlier in the morning or a little later in the evening during the summer months and have a five-day week instead of a five and a half-day week. I think that is a good idea if we could just get it across. I know of other firms who have tried

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Inspection Branch-M.

DISLIKES

Working Conditions - Continued

this plan out and it has proved very successful.] There employees are all very well pleased with it; in fact, some of their employees have suggested that they should start it a month ahead of the scheduled time.

"The Cicero Avenue Street car service is very bad; especially during the winter months, and where the employees have to board the car at Madison or any place this side of Madison. I would say that 50 per cent of the lates in my section are due to the car service on Cicero Avenue.

"I think they might have more of these lunch stands judging by the lines you see every day at them."

The Job

"In regard to the job, the pay could be made a little better. I believe I am way under what some of the other section heads are paid but I believe it will be taken care of in the near future. The Operating Branch supervisors are paid a much higher scale than the Inspection Branch supervisors. I don't think their responsibilities are as great as ours for the reason that the Inspection Branch is supposed to find all the mistakes that the Operating people may make and, therefore, they should be of a higher caliber of supervisor. The Operating Branch supervisor's main job is to get out production. That is the way it looks to me."

LIKES

Supervision

② "Insofar as I am concerned, my supervisors have always been satisfactory. I have had a square deal from all the fellows along the line. I have found in most cases, especially while I was reporting to Mr. A. or to Mr. B. that I always got all the backing in the problems regarding production or anything else which came up. You know, a lot of times you think you have a pretty good thing and you talk it over with your boss and he tells you that you are 'all wet' on it, but I haven't found it that way in my case so far.

"Of the outstanding supervisors I had, Mr. A. is the one who is really outstanding. He usually goes into any case that you might take up with him deep enough to find the full details

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Supervision - Continued

before he starts criticising. I don't believe I was ever criticised by him for a job that was turned out unless it was fully justified. In most cases where I was criticised, it was constructive criticism and not what you would call a bawling out. I always found that if you had a case of that kind to bring out and he told you about it, he didn't hold a grudge or anything of that kind. In other words, he forgot all about it so far as criticism was concerned and would discuss any other question that you had to bring out at that particular time just as though nothing ever happened. I think that is one of the main things that a supervisor should try to do."

Working Conditions

"The ventilation and heating in this room are satisfactory. I think our toilet and washroom facilities are satisfactory considering the number of people using them.

"I think the new vacation plan is a good thing.

"I eat in the service section of the restaurant and the service up there is all right."

The Job

"The job is all right. I find the work very interesting. I have found every job that I ever had interesting. Of course, a few of the jobs got monotonous after I learned them, but my work for the past three or four years has been on various types of equipment and has always been very interesting.

"I am satisfied with the progress I have made so far. I believe I have been advanced as rapidly as possible and as fast as the opportunity has permitted."

QUESTIONS AND ANSWERS TO THE INTERESTING PROGRAM

1. What is your opinion of the plan?
"I think it is a very good plan."

2. How has it helped you so far?
"By attending these Conferences and hearing the discussions, and getting a few pointers from other supervisors regarding the problems they have had."

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QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM - Continued

3. Have you changed your method of handling your people since the plan was started?

"No, I don't believe I have."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes."

5. Are the discussions in the Conference now more interesting or less so?

"The present Conferences are more interesting."

6. Has the plan been embarrassing to you in any way?

"No."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"Yes, I have heard some of them speak in favor of it."

9. How often do you think the interviews should be made?

"About every two years."

10. Do you think employees will work as hard when not driven?

"Yes I think so."

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DISLIKES

Supervision

None.

Working Conditions

"I never had any trouble with the hospital, but several years ago I was off sick for a while and when I came back they found something wrong with me and now they pester me about every year to come over for an examination."

The Job

"I think I have been on my job too long. I think I ought to get a change to some other section."

"I believe that section heads should be on the weekly roll. One thing it would do would be to cut down overtime. It would also give the Company this advantage; there would be more employees looking forward to a section head's job. It would offer more of an inducement."

LIKES

Supervision

"My department head is O.K. but I don't get in contact with others above him very much. The department head is on the square and is aboveboard all the time. He is always looking for the interest of the employees. Anybody can go up to him with any kind of an argument and always get a satisfactory answer. He never holds anything back. He tells you if you are right or if you are wrong without any formalities or anything else."

Working Conditions

"Working conditions are fine. The new vacation plan is the finest thing that ever happened. It reduces the cost of vacations and the inconveniences that we had under the old plan."

"The thrift plans are fine. They not only give you a chance to save money, but they give you a chance to make money. I am a thrifty guy myself."

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Working Conditions - Continued

"In regard to the Hawthorne Club Store, they save considerable money during the year for those who take advantage of it. I have heard a lot of talk about not being able to get waited on down there but it is just like bargain day in any department store. You find the same thing there, so why expect any better service here at our own store, where every day is bargain day?"

"The benefit plan means this much to me. If I wanted to leave the Company I would have to get about five dollars a week more in salary in order to make up for the loss of benefits."

The Job

"I haven't any particular dislike for the job. I am right at home with it."

QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

"It is the greatest educational plan that the Western Electric Company ever started."

2. How has it helped you so far?

"In dozens of ways. They are intangible but there are things that you hear in there and put into practice without actually realizing it, and then there are so many different methods that turn up in the Conferences in regard to the handling of your job."

3. Have you changed your method of handling your people since the plan was started?

"No. When we started this program I had quite a few supervisors under me but I think they have changed some of their methods; in fact, I know so."

4. Do you think the Company should keep it up and cover the entire Plant?

"Yes."

5. Has the plan been embarrassing to you in any way?

"No."

6. Are the discussions in the Conferences now more interesting or less so?

"More so, because of the plan they are being handled on right now. With only one grade of supervisors in the Conference

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QUESTIONS AND ANSWERS TO THE INTERVIEWING PROGRAM - Continued.

at a time. I like it better with the section heads in my Conference than I did before when my superiors were in the same Conference with me. We find out the problem not only in the interview but the problems of other section heads. We also don't get 'knocked down' when we express an idea which is contrary to the ideas of some of our superiors."

7. Have you any suggestions for improving on the present plan?

"No."

8. Do you think the employees are in favor of it?

"Yes. Here is one I have heard; it gives them a chance to express their opinions to someone else besides their immediate boss."

9. How often do you think the interviews should be made?

"About once a year."

10. Do you think employees will work as hard when not driven?

"I never did drive them. They will always be slipping one over on you if you drive them."

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