

9
COMMENTS AND REACTIONS - INTERVIEWING PROGRAM

36 pages

1929

November, 1929 X

COMMENTS AND REACTIONS INDICATING:

1. Effect of Interviewing Program on Supervisors.
2. Employees' Opinion of Interviewing Program.
3. Changes in General Conditions.
4. Miscellaneous Comments.

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

EFFECT OF INTERVIEWING PROGRAM ON SUPERVISORS

Operator

"The bosses treat us better than they used to; in fact, they used to be pretty rough. If we did anything wrong, they gave us a week off even if it was something we could not help but they do not do this now. I guess they are afraid now that you are interviewing us. Since they started this new system of you fellows coming around to find out how things are in the shop, even the Gang Bosses have been pretty decent because they are afraid."

Operator

"Conditions have changed down here within the last few months. Up to that time the boss's friends got all the good jobs, but now we are all getting a good break."

Operator

"Our Section Chief used to be very crabby and he would bawl the men out for nothing at all. In fact, he made up excuses to pick on us and bawl us out, but since the interviewing began he has been a regular prince and we can't figure out what happened to him. It seems as though he is taking a change for the better all of a sudden and all the boys in the department believe that it was the interviewing program that did it."

Operator

"It seems to me the supervisors, particularly the Section Chief, have an entirely different attitude since you fellows started coming around, especially toward giving us day work."

Operator

"I notice the difference in the supervision since the interviewing started. Our Gang Boss used to sneak behind trucks and try to catch operators doing something they shouldn't be doing. Since the interviewing started he has cut that out."

Operator

"Things have changed a little down here in this department since you have started coming down here to interview. The bosses are beginning to treat us with a little more consideration. I have noticed they don't swear so much lately."

Operator

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

Operator

"My Section Head seems to have changed quite a bit since these interviews started. He has a smile on his face once in a while - especially when you fellows come around."

Complaint Man

"How do you like your new job as interviewer? This is one of the best things the Company ever did. I get around different departments and since these interviews started I have noticed a big change in some of the Foremen and Assistant Foremen."

Operator

"Right now my Forelady is learning to act a little civil. She must have heard about what some of the other girls said about her to you; or else she is getting 'leery' and her conscience bothers her."

Operator

"It seems like since the interviewing program has been going on the bosses are co-operating with the help and mixing up with them, and I hope what I have told you will be of some help to the Company because I can see now that they are trying to get around and find out how the employees feel about things so that they can make improvements and make everybody more satisfied."

Operator

"Well, I am sure if these interviews will help our Section Chief to do a better job, everything in here will go along much better. I know he goes once in two weeks and I believe he is a little better than he used to be."

Operator

"Since this interviewing is going on I think the bosses are afraid to talk to us the way they used to. They are afraid the girls will say too much."

Operator

"I just want to say a word to you. Since I spoke to you some time ago when you interviewed me there has been a remarkable change in my Gang Chief. It has made me feel guilty to think that I complained about him; but he has changed and he is treating us much better now. I didn't think it was in him."

Operator

"One thing I have noticed is that since you are coming into this department to interview, we are treated a lot better. The bosses aren't any too good yet, but they don't holler at us the way they used to."

Operator

"Well, right now, the bosses are all right, but after this lets up you can't tell what they will do. They know you are coming over here every week and if they were hard-boiled some of the men that you haven't interviewed will tell you, and then they are going to school. After that dies down they will probably forget all about what they learned, but right now they are very good bosses."

Operator

"I don't know what has come over the bosses since this interviewing has been going on. They treat us so much better now; the difference of night and day. The Company should have done this years ago."

Operator

"I am glad this interviewing the operators came up. As far as I am concerned, I am satisfied, but I know some girls that are working for a terrible supervisor. If they aren't afraid to speak up for themselves, I am sure they will benefit by it, and there will be some improvements. I understand this terrible supervisor goes around to the girls that were interviewed, and asks them if they see a change in her. It seems to me she is making fun of the interviewing program."

Operator

"I have noticed a big change in my Section Chief lately. He started to bawl me out to-night, but when I told him what I was doing he smiled and told me in a nice way what he wanted. Before this, the only time he would treat you decent was when he had made you mad and you told him to go over and tell the Foreman; he was afraid to do this and then would cool down. I think this change has been brought about by the interviewing program."

Operator

"It seems to me there has been quite an improvement in the Gang Bosses and Section Heads in our department since you started interviewing us. Before, if the Section Head saw two operators talking he used to separate them, but he does not do it now. It seems that he has become convinced that an operator can talk and work at the same time."

Operator

"We have quite a few changes since this interviewing program started. Before, the Gang Boss did not care what he called a man, but now it is different; he doesn't holler or swear like he did before."

Operator

"I think this interviewing program is a fine thing. The bosses have all changed around here since they started it."

Operator

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

Operator

"In the last three months the Section Chiefs have been splitting up the work pretty well."

Department Chief

"The man you turned this department over to must be getting something out of the boys, because he spends several hours with each one of them."

"No matter how much you do for some of these men, they will knock you behind your back. I am not worrying about them knocking me, because a hundred knocks will do me more good than fifty boosts."

Operator

"This interviewing should have been started fifteen years ago. Things are fairly good now. They are mild compared to what they were then. Of course, in some cases they are bad enough, but this interviewing will bring these bosses to their senses. You can see the change in them already."

Operator

"Things are very much different in this department since the interviewing began. Our bosses do not holler as much as they did. Our percentage was very low, and since all the men started to complain to the interviewer about it, we are getting a bonus of 15%. All the men here and myself too are very strong for this interviewing, and we hope that it continues, as we believe it is going to do a lot of good."

Operator

"This interviewing is the finest thing that ever happened, and I really believe it is doing lots of good. Anyway we can see the difference in this department in the way the bosses are acting towards the men already. Now if they would only take care of the ventilation in this place and give us a little relief, I would be 100% strong for the interviewing. I guess most of the men here would be too."

Operator

"Say did you notice how nice our Forelady acts when you come around? She sure is afraid of you, I guess she knows right well that she has not been acting nice, and with you coming around for interviews, gives us a chance to tell you a few things. She is guilty and sure shows it when you are around."

Assistant Department Chief

"I think this interviewing program is doing a lot of good among the Gang Bosses and the operators seem to be more contented."

Operator

"We are getting better service from the Gang Bosses since this interviewing program has started. Some of them are more careful with the language they use when they bawl a girl out."

Operator

"I think the interviews have done good in the department already. The boss has been splitting the work better."

Operator

This statement occurred when the interview was about half over while he was talking about his Section Chief. It was of a spontaneous nature. He said, "Say, it just occurred to me that the reason the Section Chief has been acting too good to me the past week. He probably figured I'd have to be interviewed soon and that if he was good to me I wouldn't knock him."

Operator

"This interviewing is the best thing the Company ever did because it gives a fellow a chance to say what he thinks. I wish it had happened a long time ago then we wouldn't have had so many spats with our Gang Boss. I don't have a thing to say against the way he treats us now, but before this program started, he did plenty of things that were hard to stand for."

Operator

"This interviewing has certainly made a lot of difference in the way our Gang Boss treats us. He hasn't bothered us at all since you started coming over here."

Operator

"I can tell the difference in my supervisors since the interviewing program started. They seem to try to answer our questions now and they are much more friendly. I think the Company is doing a fine thing in interviewing all of the men because it keeps the bosses lined up. I am willing to help all I can and I will tell you everything that I can think of."

Operator

"I think all of our supervisors treat us better since the interviewing program started. They are very friendly now. One Gang Boss was very rough before and he seems to be making a big effort to get the fellows to forget some of the mean things that he used to do. I hope they keep on with this program because it has made our department one hundred per cent better. I think that the boss would slip back into his old habits if they stopped interviewing the men."

Operator

"There has been a wonderful improvement in the supervision in this department since the interviewing program started."

Operator

"There has been quite a change in supervision in the last two or more months; there is less driving and the supervisors show us more consideration."

Operator

"The supervisors do not bawl us out so much now as they did before the interviewing started."

Operator

"Say, do you know that ever since you interviewers have been coming around here, our bosses have been treating us better?"

Operator

"I guess my boss is afraid of you because I have noticed that whenever you come around he acts more sensible."

EMPLOYEES' OPINION OF INTERVIEWING PROGRAM

Operator

"It is pretty good of the Company to have this interviewing. If things don't go all right we have someone to tell them to."

Operator

"This Company seems to do everything for the benefit of the employees. I have never heard of any other place interviewing their people and it is such a nice way they are handling it; I don't know that it will do anyone any harm."

Operator

"I think this thing they have going now would have done some good if they would have had it some years ago. I think it is a very good idea."

Operator

"If this stuff you men are doing don't wake the Foreman of this place up, I don't know what will."

Operator

"It is a good idea to interview the operators as they may have something on their minds that they want to talk over with someone and this gives them a chance to do it."

Operator

"I think interviewing is a good idea. It helps some people get a lot of things off their chest. I think my supervisor is much better since they are interviewing. When they first started to interview in my sister's department, somebody said this Company wanted to find out who puts those articles in the Hawthorne Worker. I don't think there is any sense to that stuff that they write in that paper. I think if anybody has anything to say they would advantage more by it if they would tell everything to the interviewer than by putting it in that paper."

Operator

"I think interviewing the employees is a very good thing. It gives the Company a chance to find out what is going on in a gang."

Operator

"I think this interviewing is a fine idea. We certainly can talk more freely to you girls than we could to anyone else, and I feel that it is going to do a lot of good."

Operator

"The operators in this department have a lot to tell you, but they are a little bit afraid that the boss will get a chance to read the interviews. I know that he won't and I am going to tip them off to tell you everything."

Operator

"I am glad to hear that I get paid for this time. I am working in partnership with a night man and he can tell if I fall short on my output."

Operator

"Gee, I think it's swell of the Company to give everybody a chance to tell someone how they feel about this place. Now maybe some of the people will take a hint and learn that they have not been doing the right thing. Especially some of these under-handed bosses, I hope they get a share of this."

Operator

"I think that's a wonderful idea the Company has of sending people around to talk to like this. Why, I would never think of going up to the office with the things I told you. But I certainly always wished that the Company knew about the unfair bosses we have to contend with. I don't mind telling you this at all, because I feel like it will do a lot of good. And furthermore, I could not talk to a man like I did to you."

Operator

"Oh, I am so glad I am going to be interviewed. The other girls who were here already said, 'Well, that's once you can tell everything and get a load off your chest, and feel better after it.' And now I guess the Company means to take notice of some of the unfairness and dirtiness that's going on."

Operator

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

Operator

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

Operator

"I sure enjoy a good talk like this once in a while. A fellow has got to get rid of the gas some way."

Operator

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

Operator

"Say, I don't believe those interviews will do much good. They may, but that is just my idea of them. They will do with those interviews just what they do with a lot of suggestions the men turn in. It takes too long to get action on anything around here."

Operator

"Personally speaking, I think interviewing the employees is a good thing because I know that some supervisors aren't giving a lot of girls a square deal. At first I thought myself it wouldn't do any good to say anything, but now I understand it better, and I have more confidence in it."

Operator

"I think it is time for the Company to get a little information as to how things are going on in the shop. All you hear is production. I think that on some of the jobs they have speeded things up too fast. The working people will soon begin to think there is no end to it if they don't cut down a little bit on this speed-up program."

Foreman

"I don't know if the interviewing program is to blame, but my operators seem to think they can do as they want to since the program started. In fact, I have not had as much trouble with my operators in all my experience as a Foreman as I have had in the last two months, but still I think the program is going to do a lot of good as it will help the supervisors; it will show them what good supervision is."

Operator

"This interviewing the operators is a good thing. That is one thing about this Company; they give you a square deal all the way around."

Operator

"I think the interviewing program is a step toward advancement. The Company will be able to do wonderful work with the interviews after this program has been going on a few years. If they are able to read my interviews and compare them with my interviews in three or four years they will know whether I am going ahead or whether something is wrong with me. I have read something on this subject and I believe that every serious illness could be avoided if a man were interviewed regularly because I believe your thoughts are controlled by your physical condition.

"I think that the Company should interview all of their supervisors because a man that is sick is not capable of handling a group of men. He causes more dissatisfaction than anything else could. If the supervisors were interviewed regularly their complaints could be analyzed. If their interviews exaggerated the real conditions they could be sent to the hospital and the Company would have more satisfied employees."

Operator

"I have enjoyed this talk with you, but I don't expect to see much of a change until they take this Gang Boss out."

Operator

"I am glad that they have you interviewers going around to hear all the bad news that we have to tell."

Operator

"I just wonder how long will I have to wait before they take any action on transferring me, now that you have heard my story."

Operator

"I'm sure sorry that I asked for this job. I hope that the interview with you will help me get out of here; otherwise, I'll be disappointed."

Operator

"The fellow who thought of this interviewing plan sure had an idea. I hope it makes some of these stiff necks sit up and take notice."

Operator

"Do you think these interviews will do any good? I know the whole gang in there has agreed to give the Gang Boss h----."

Operator

"This interviewing program is a good thing if it is carried out right. The Company will have to take action on some of these complaints or else the whole thing will fall through. Not this year perhaps but if they ever decide to interview the operators again, the fellows will just laugh at them unless they do something this time."

Operator

"You know what this reminds me of? In the army they have inspection once a year and ask you whether you are satisfied, and if you don't say 'yes', God help you! This is a very large Company and what is right for one person may not please another. You can't please every one at the same time. What's good for one man is not good for another, but it is immaterial. Time goes on and it doesn't make any difference. Fifty years from now we won't be here and no one will miss us. Money, money, that's the big idea. People will do anything to get it even though they can't use it and leave it behind."

"I suppose this will go along for two or three years and then die. They are always trying new things and then they die."

Operator

"Well, I could tell you a lot, but it wouldn't do any good, maybe. I had a good sermon prepared for you if you had come around several months ago. Three of us got together and decided how we would pan everything. I wish I had known you were coming."

Operator

"It is pretty nice to send some one around and have them interview you."

Operator

"This interviewing program is a good thing. There ought to be a lot of good come from it."

Operator

"I think it would be a good idea if the Company would appoint some official whose duty it would be to interview us old timers and find out how we are getting along and see if we have any complaints. He should be a man who has been with the Company for about twenty-five years. Then he would understand."

Operator

"What is this all about anyway? Do you think it will do any good?"

Operator

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

Operator

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

Operator

"The reason I told you all this is because I know the interviews are used for the supervisors' conferences and I hope they hear all I have told you."

Operator

"I was kind of afraid to be interviewed for I was talking to a girl from another department and she told me the interviewers were fresh."

Operator

"Gee, I wish you had come around a few days ago. I would have had a whole lot to tell you then. The fellows told me to write down a lot of things so I wouldn't forget. I can't think of anything now because I lost my list."

Operator

"It is fine of the Company to send you fellows around to talk to us. I have been working here thirteen years and have seen and heard a lot. I always kept everything to myself. This is the first time in all the years I have been here that I have had a chance to tell the Company what is going on. I knew I would have the opportunity sooner or later."

Operator

"I believe it is a nice thing to do. They don't know exactly how things go along you know. They don't know the employees want it. That's why I believe in it. They don't know what the employees want because they won't speak up for themselves, so they have to be asked."

Operator

"There ain't much use kicking because they'll just make it all the hotter for you."

Operator

"Whenever I have any trouble here in this department, I never seem to get any satisfaction from the bosses; so when I heard about the interviewing from the other girls, I thought this is my chance to get satisfaction. I will tell the interviewer."

"My sister was interviewed by a very nice lady and we both think that the interviewing is a very good thing for the Company to do for their employees, to give them a chance to speak up for themselves where they could not speak to anyone else."

Operator

"You say this is confidential. Well, the way I understand it they take some of these interviews and discuss them. I relate to you a certain incident about a boss. He may recognize it and although he might not say so, he may hold it against me. A boss might even think he recognizes an interview and hold it against his help whether it is his or not."

Gang Boss

"I want to tell you my story so they can keep it on record and use it at those conferences. I know a lot about those conferences. I used to be a boss myself. Maybe my story will help some in the future. I may have some of my children working here some day."

Operator

"The interviewing program is a very good thing. There are lots of things which go on which it takes the management a long time to find out."

Operator

"The interviewing program will be a good thing if those higher up pay any attention to it."

Operator

"I hope they will do something about this now. I made a suggestion once about ---- over a year ago and never heard anything out of it."

Operator

"That is something they should have done long ago. I think it is a good idea all right."

Operator

"I have been waiting for a long time to have somebody ask me for the things that bothered me and I hope you can do a lot of good with my experiences."

Operator

"I wish you could send someone down to investigate the complaints I am making. I would feel a lot better if I knew that the Company was going to take some action on these complaints."

Operator

"This talk with you has done me a world of good as I would be afraid to talk these things over with anyone. You can't trust people, and if my Chief ever gets hold of anything I have said I know I will be fired - but it is all true."

Operator

"I have never told this story to anyone. But now that I have this chance to talk to an interviewer who is really interested in me, I am going to tell it. Because you have made me believe that it is for my own good and that of my fellow workers and I don't have to be afraid of being identified."

Operator

"If they would know what I am saying I would get it, but if they do get to know it, it is the truth. Nobody wants to make it hard for themselves."

Operator

"I think the interviewing is fine. It is nice to be able to tell the truth to the interviewer knowing I won't get in wrong over it."

Operator

When the Forelady told the girl she was to be interviewed she said, "What could be sweeter. I need the rest to-day."

Operator

"If I knew I was to be interviewed I might have more to tell you. If I thought this was not confidential I wouldn't tell you what I did about Mr. Z."

Operator

"This interviewing is a wonderful thing. My uncle works here. He is kind of a boss, and he says it gives all the fellows a chance to tell anything they want and it is a good thing."

Operator

"I hope what we girls say in these interviews won't be marked down against us as everything else is. If it is what you represent it to be I think it is one of the best things the Company can do. We will have to be interviewed more than once because things change so often here. They may be fine this year, but they can change in the next year."

Operator

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

Operator

"This is a very wonderful program. It is my first time of ever getting a chance to sit down and talk to a stranger here and feel I was not wasting my time. I would like to go up to these conferences and hear some of these things thrashed out. I know they must have a very nice time."

Operator

"This idea you have of interviewing is a very good one. It gives the management an idea of what is happening in each department. It seems to me as though all the fellows in here are better satisfied now than they were a year ago."

Foreman

"Well, when are you coming to interview in my department again? It really does me a great deal of good to see the satisfaction the men get from being interviewed."

Operator

While one man was being interviewed in a small room, he started looking around at the ceiling and all the walls. The interviewer asked him what the trouble was, and the man said, "I'm looking to see where you have got the dictaphone hidden, so that everybody can hear what I am telling you." The interviewer explained that if the man thought there was a dictaphone hidden anywhere, that he would stop the interview at once. He assured him that there was nothing like that. Whereupon the man said, "No. Go ahead with the interview. I was only fooling, and I did not mean that."

Operator

"This interviewing is a very good thing, that is, if it is confidential, which I really believe it is.

"When I got my fifteen-year button, I was being treated pretty badly by my Foreman; so when I went up to see Mr. X for my button, he asked me how I was getting along. Well, I told him the truth, but before I got back to my department he must have called up my Foreman. When I got back I was called into the office, and the boss sure laid it out to me. I made up my mind at that time that I would never complain about anything again, because it only got me in more trouble.

"Another good point is that I am being paid by average earnings for this interview. When I went up for my fifteen-year button I wasted about two and one-half hours, and when I came back the boss would not even give me straight day work for the time that I had lost. In fact, he did not pay me anything at all."

Section Chief

"I think my operators like to talk to you. When Miss X. interviewed them, she only talked to them about fifteen minutes, and I notice you keep them longer."

Operator

"I heard that if anybody makes a lot of complaints they will get laid off."

Operator

"Do you ever read the Hawthorne Worker? Well, they have got the right dope, although some of the stories are exaggerated. Are they the cause of this interviewing program?"

Operator

"I am glad that the Company is doing something to relieve conditions in the shop."

Operator

"It is a good idea that the Company sends some fellows like you around to find out things in the shop. It will give the higher bosses a chance to see some of the petty things that the bosses in the shop pull on the operators. When the Gang Boss brought me over here I did not want to talk but there is something, I don't know what it is, that made me feel that I wanted to tell you what I had on my mind and now I feel better."

Operator

"I think it is a good system to interview all of the employees as it gives us a chance to get our opinions and grievances up to the big bosses."

Operator

"I think this interviewing is a very good thing, because if the bosses are doing a bad job they will get to hear about it and change their ways of doing things. I know that if conditions are better, it will attract a better class of people to the Western, as they will sure get to hear about it and think that this is a good place to work. It is always best to hear people say those things about this Company than to hear them talk bad about it."

Operator

"I think it is a fine thing that we have a chance to talk to someone like you as it gives us a chance to get a load off our minds and that we may think that things may come out better at some future date."

Section Chief

"I think this is a good idea that the Company has of interviewing the operators as it gives them a chance to unburden themselves and I am sure we will all benefit by it."

Operator

"Well, I see you are doing this good work, too. I have been with the Company close to thirty years and I think this is one of the best things they ever did for the employees. If they had started this many years ago we would have better bosses today."

Operator

"I never really thought this interviewing amounted to very much, but since you have explained it to me I see where I can tell you something that may help in the Supervisors' Conference."

Operator

"I think this interviewing is a very good thing. It gives the operators a chance to tell things that might help us to better bosses."

Operator

"From my knowledge and experience around here, this being the first time that this interviewing has been done, I think it is the greatest thing the Company has ever started for the employees. If this interviewing program had been started twenty years ago the Company would have a whole lot better men in the place to-day and everything would be running fine."

Operator

"I think this interviewing program is a good thing; it should have been started eighteen or twenty years ago and now you would be able to go up and get some satisfaction and make you look as if you were right once in a while and not wrong all the time."

Operator

"If interviewing the employees will help to improve conditions, I think it is a wonderful thing. There are a lot of supervisors that need training."

Operator

"This interviewing program is fine. It gives an employee a chance to tell what is troubling him and it also gives the management a chance to find out what is going on."

Operator

"I have waited for this opportunity of being interviewed because I feel what I have to say will be of benefit to my fellow employees as well as the Western Electric Company."

Operator

"I think this interviewing program has helped not only the supervisors, but me because I stop and think if my complaint is justified. I feel sometimes I might be wrong. You feel when you are being interviewed that you want to tell the truth and be dead sure you are right in what you are telling."

Operator

"This interview was very interesting. It looks to me as though the Company thinks the laboring class should have a right to say something around here."

Operator

"This interviewing program is a good thing, but the Company will drop it as soon as business slows up and they start laying people off."

Operator

"Your organization sure helped me to get a better job. I was a building inspector for a number of years, and when my boss heard of this interviewing program he started transferring the old timers to better jobs. I guess he thought we would talk too much when we were interviewed."

Operator

"Well, I certainly enjoyed this interview. It does a fellow good to be able to talk to someone who will listen to him."

Operator

"I sure do feel better after talking to you. It is a great relief to tell someone my hard luck story, that is, someone who is willing to listen to me. I sure do appreciate it. This interviewing sure ought to do a lot of good."

Operator

"I have heard a remark in a street car that the Western Electric is going to the dogs because they are interviewing all the employees."

Operator

"I am so glad that employees are being interviewed. There is so much I want to get off my chest."

Operator

"Conditions probably would have been different in our department if the operators were interviewed several years ago."

Operator

"I met an old girl friend of mine and she started telling me that this interviewing is a good thing. The Company should have had it a long time ago. It will help to tame down some of the Gang Bosses in her department, as some of them can sure do mean things to operators no matter how good they may be. When some of them heard about it, they turned white with fear. Some of them are too ignorant for a job that comes between the Company and the operators."

Operator

"I am sorry I didn't get to talk to you a couple of weeks ago. I was in trouble and you might have been able to help me out. Are the operators going to be interviewed very often? I hope they are at least once a year."

Operator

"I have a different idea of interviewers since I have talked to you. I always had an idea they were hard boiled and nosey. I certainly enjoyed this talk with you and hope I will be interviewed again some time."

Operator

"How often do they interview a man? I have worked here nine years and it is my first time. I have no drag or anybody higher up that I might talk to so maybe now you can help me to get some place around here."

Operator

"This idea of coming around talking to the men is fine, because they find out things they would never know otherwise. Some of the men haven't enough nerve to go up and tell the higher ups the things the Section Chiefs and Gang Bosses do."

Operator

"I worked for the Company seventeen years and I think your program is very good. It is a good way of checking some of these Gang Bosses and Section Chiefs that do not know how to handle men."

Foreman

"We have been giving you the operators to interview what we felt was a real grievance of some kind as we have noticed that they seem to be more contented after they have talked to you. Personally, I think the interviewing program is going to help us all."

Operator

"I can see that the Company is trying to help the men all they can. I think it is fine that they send someone like you around to find out the conditions in the shop."

Operator

"This is the first place I have ever worked where they sent someone around to interview the operators."

Operator

"There is no other concern that takes enough interest in its employees to go out and get information as to the conditions in the shop and then try to make them better."

Operator

"There is no place like the Western as far as showing an interest in its employees. Other places that I have worked instead of sending someone out to interview us and find out what we thought of things, they would be bawling us out all of the time."

Operator

"When you first brought me out here I thought, 'Well, here's a guy with a lot more Company stuff and is going to ask me a lot of fool questions, but I surely won't answer any of them', but after you had explained your program to me and told me you weren't going to ask me any questions but were going to let me tell you in my own words just what I had on my mind about the Company, the job and my supervisors, I began to see that the proposition was going to do us a lot of good. I think we are all going to benefit by this program that you people are putting on, that's why I have told you what I did about the conditions over here."

Operator

"When you first started to interview we thought the Company wanted to find out who was giving information to the Communist Paper, 'The Hawthorne Worker', but as the program progressed we were convinced that the Company was really interested in finding out the actual conditions in the shop both as to the working conditions and supervision. I believe this is going to help everyone."

Operator

"I think this idea of interviewing operators is going to work out fine as it will let everyone concerned, from the Gang Boss up, know just what the conditions are throughout the plant."

Operator

"I think this program of interviewing the operators is a fine thing as it gives us a chance to express our opinions and it is the only way the higher officials can learn the exact conditions in the shop."

Operator

"The fact that the Company sends men into the shops to interview the employees convinces me more than ever that the Company is interested in the welfare of its employees."

Operator

"I think that the interviewing program is helping. I believe that if you can gain the confidence of some of the other employees that it will make it all the better."

Operator

"If this program is carried out and it is not a lot of bunk I believe that it is going to do the operators a lot of good."

Operator

"I never thought I could confide in anybody like I did in you. I have told you my personal affairs. Just look how much of your time I took. I did not think anybody in the Western Electric would be that interested in me."

Operator

"I think this interviewing program is very good. It shows that the Company is progressing and getting to be a better place to work for every day. I am interested to see how it is going to turn out. I am sure they will get results, because this Company never fails in anything that it does."

Operator

"I appreciate it very much that the Company has sent you down here, and are giving me a chance to tell my story. My Foreman has never had any time to listen to me, especially for the length of time I have been talking to you. I think it is wonderful that the Company has started these interviews, and I believe it is a nice way to find out some of the things that are going on. I feel sure that some of the big officials do not know what is going on."

Operator

"I do not feel as though I am knocking a man when I talk to you. I know you take it differently and I feel different towards you. I never did feel like telling the Personnel anything."

Operator

"If I knew as much about how the management feels towards their employees as I do now, I would have told my story to Mr. Albright when I was up to get my ten year button. He asked how I was getting along, but I was afraid to tell him."

CHANGES IN GENERAL CONDITIONS

Operator

"You say this work has been going on since February? I don't see any improvements around here. I don't see how a thing of this sort is going to do much good. The Company has certain rules and we have to obey them, and if we don't we know what we can do. The Foreman tells us to do something and we do it even if we know it is green and he says it is black."

Foreman

"Well, it looks as if the interviewing program has started to do some good as I see they have started to improve the locker situation and that was a rotten situation over here. Another thing that I believe is improving is the way the Gang Bosses treat their people. I know that my Gang Bosses are paying more attention to the human side of the job than they did and the result is a more satisfied lot of operators."

Operator

"What good is the interviewing doing? About two or three months ago, I complained about bum tools, and it seems to me that this interviewing does not amount to much as there has not been anything done about the tools as yet. We are still using the same rotten tools. It is just as I told you three months ago, that it would not do any good if a man complained, that the Company would not take any action anyway. Now I have found it to be the truth."

Operator

"I notice that since the Inspection Department has been interviewed the wages are better there. I know several people who work in the next department who have not had a raise in salary for a long time, but since the interviewing program started they have been taken care of."

Operator

"There seems to be a special interest taken to make things better for us lately."

Operator

"Since this interviewing is going on I notice you have done one good thing for us anyway. The girls that work on days are not compelled to take their turns working nights as they used to be. They are hiring new people for nights. That is one thing that we are grateful for."

Operator

"Since you have been coming to this department we don't have to push any more trucks to inspection or take any of our work away. They have men doing it for us."

Operator

"One thing this interviewing has done is that we are not so crowded in our lockers any more. We used to be five in a locker, whereas now it has just recently been taken care of and we are only three, which is a great relief."

Operator

"There is no doubt that this interviewing program is relieving the locker situation. We are now only two and three girls in a locker; whereas before there used to be five and six. This we are very much pleased about."

Operator

"Have I heard about you? I'll say I have, and you sure are doing a lot for us over here. You don't know what you have done? Say, don't we get clean overalls every day? Now how did we get them if it wasn't for you reporting what we said about them. I used to lose a lot of time on account of the overalls as I would come as far as the gate and when I thought about the wet, dirty overalls, I would turn around and go home again as I would rather lose a day's pay than to put them on. But now it is fine and we do not mind the heat so much as our overalls are always clean and naturally much cooler."

"I had made up my mind that I would not come back after my vacation just on account of the overalls situation, and I hated to quit as I have been here four years and would not want to lose my service, but now I surely will come back. Just let them know that I think this is the finest thing the Company ever did for us."

Operator

"Well, I guess they must be taking some action on their interviews, for we got our orders about using the toilet paper for towels and also about taking newspapers to the toilets with us. This did not affect me for I never do that any way. I always try to help keep the place clean."

Operator

"Our toilets used to be in a bad condition, but I guess someone must be getting after them for they are kept cleaner now."

MISCELLANEOUS COMMENTS

Operator

"I wonder if the Company's doctors go to conference. I think it would do them a lot of good if they did."

Supervisor

"Well, if you can't work any place else I am willing to help you out. We can't have you fellows stalling around all the time, you know."

Supervisor

"What the ----! Do you think I am the only department running here? I can't give you any men. I don't know who has been here over six months without looking up all the records."

Gang Boss

"Say, are you still interviewing? What the h--- good are them interviews anyway?"

"The men kick about the rotten bosses they have, but I have not seen any action taken yet. And I didn't see them hang any of the rotten bosses yet and you know yourself that some of the bosses are rotten, as well as I do."

"These men make a lot of kicks about bum supervisors and then the interviews are taken upstairs and filed away and that is the last anyone hears about them so what the h--- good are the interviews you're taking anyway?"

Night Foreman

"You know I don't believe this interviewing is going to do much good. They could interview five or six men in here and get all the complaints of the department. Anyway I'll bet the men don't complain about the things they should. For instance, they must have complained about having no shades for we are getting shades and what really should be done is to have our windows lower from the bottom and top and we would not need shades."

Department Chief

"What do you think is the real reason for this interviewing program? Do you think they are trying to pick out the Bolsheviks?"

Operator

"Do the doctors and nurses go to conference? I hope this interviewing will do them some good."

Assistant Foreman

"I wish you were interviewing the men in my department. I have a man whom I think could give you an interesting story. He has worked for the Company one month and has been tried out in four different departments. He has not made good on any job. I had a talk with him a few minutes ago, and he seemed to think that everyone is picking on him."