

RESUME' OF METHODS AND PRACTICES  
EMPLOYEE INTERVIEWING PROGRAM

46 274

1929

### **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.

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RESUME OF METHODS AND PRACTICES  
EMPLOYEE INTERVIEWING PROGRAM  
HAWTHORNE WORKS

INTRODUCTION

While it is difficult at this time to give an accurate resume of the methods and practices used in the interviewing program, due to the fact that these methods and practices are changing from day to day as the program develops, we are giving below a general picture which may be of value in starting a similar program at Kearny.

The interviewing of all Inspection Branch employees was completed about January 15, 1929, and our plans for this year call for interviewing all employees in the Operating Branch, omitting those with short service. Beginning January 1, 1930, we expect to increase the program so that all Manufacturing Department employees at Hawthorne will be interviewed annually.

PERSONNEL

Selection

The personnel for the interviewing job has been selected from the Operating Branch Supervisory Staff. In most cases the selection has been confined to supervisors having capacity for future growth so that they will be able to capitalize on the training received. In all cases it has been understood that the interviewers will return to the Operating Branch after a reasonable period to be determined by their quality of work and other considerations; such as, opportunities for advancement in the line organization. The salary of the individual has not been a determining factor in the selection of personnel, but we have tried to average \$50 per week for men and \$40 per week for women. No attempt is being made to equalize rates in accordance with their ability in the interviewing program, but revisions are based on their value in the Operating Branch.

Training

Initial training of interviewers has comprised -

1. Personal talks in which they were given -

- 1.1 A summary and history of the plan.
- 1.2 The purpose.
- 1.3 The advantages of the program to the employee, the supervisor, and the management.

2. Reading material.

A brief outline of the plan as carried out in the Inspection Branch and sample interviews. See Appendices 1 and 2.

This job training is followed up by conferences of all interviewers each Saturday morning, at which time they hold informal discussions of all phases of their work. Our plans are to develop from these conferences a training course which will be of value in training interviewers in the future.

The following gives an idea of the nature of topics discussed in the conferences and an outline of the discussion:

Subject: The Approach to an Interview.

Outline of Discussion:

1. What form of introduction have we found to be most successful?

There are only two forms of introduction being used -

- 1.1 A formal introduction by supervisor.
- 1.2 Self introduction which is used when the operator is sent to the interviewer by the supervisor.

The consensus of opinion was that the formal introduction is perhaps the most successful, but there have been cases where the supervisor made light of the program in the introduction and perhaps said too much, which made the operator suspicious. These cases have been very easily ironed out, and we find no further trouble along that line.

2. How do we start the interview?

After considerable discussion, the general opinion was that the first step is to explain the plan of the interviewing program. This explanation varies with different individuals inasmuch as some already understand and are willing to talk. Where a complete explanation is found necessary it includes the following:

- 2.1 The fact that the interviews are strictly confidential and the operator will receive average pay for the time spent in interviewing.
- 2.2 That we are making a study of employees' likes and dislikes.

- 2.3 That the information gained will be used  
for -

Supervisory training.  
To correct faulty working and job conditions.

Subject: Questions.

Outline of Discussion:

1. What kind of questions are most satisfactory?

Discussion on this subject was quite lengthy as it involves the actual interviewing technique, but several important factors were brought out, which should be of value for future use. Some of these points are:

- 1.1 Questions vary as to the individuals being interviewed.

Under this point it was brought out that there is danger of an interviewer having a definite set of questions which would turn the interview into a questionnaire rather than an effort to learn what is actually on the employee's mind. It was thought that this danger can be prevented by the interviewer avoiding questions calling for "yes" or "no" answers and direct questions relative to working conditions, supervision, etc.

- 1.2 Questions should be used only in an effort to get the employee talking or to get further explanations from him as to why he likes his boss, etc.

#### MECHANICS OF THE JOB

##### Zoning

In order to have each interviewer responsible for a certain territory, the entire Works in which the Operating Branch departments are located was divided into zones for men and women, each zone containing approximately six hundred fifty Operating Branch employees. This resulted in creating seven zones for women interviewers and fourteen zones for men interviewers.

In planning our work for 1929, our figures were based on an expected production of twenty interviews per week per interviewer. To date, however, the interviewers have averaged fifteen interviews per week. This figure is kept low due to the fact that we have constantly had some interviewers in the process of training. We hope that when our staff has been built up that the expected production of twenty interviews will be realized.

Filing

There are six copies of each interview written up and filed as follows:

1. Bond - Filed by department numbers. This is the master file and will be kept in the Industrial Research Division at all times.
2. Tissue - Filed chronologically. This is used by the Supervisory Training Department in selecting interviews for their training conferences.
3. Tissue - Filed chronologically. This is used for circulating interviews among executives. Approximately once each month we draw from this file thirty interviews at random and place them in three folders containing ten interviews each. One of these folders is referred to the Superintendent of Industrial Relations, the Assistant Works Manager, and the Works Manager. The second folder is circulated among the superintendents at Hawthorne, and the third folder is circulated among the Operating Branch Staff. All of these folders are returned to the Industrial Research Division.
4. Tissue - Filed chronologically. This is kept by the stenographer doing the work.
5. Tissue - Filed by serial numbers. This is kept by the interviewer who took the interview.
6. Bond - Filed according to location of employee interviewed by quarter sections, and used for analyzing purposes.

### Code

In the upper right hand corner of all interviews is shown the date, branch, and sex of employee interviewed (designated by "M" and "W" after the name of the branch). In addition, when the employee is a night operator, an "N" is shown before the name of the branch and in special cases, when employee alternates from day shift to night shift at regular intervals, the letter "R" is used. (See sample interviews - Appendix 2). All copies also show the stenographer's initials which enables us to trace a copy which is not coded to the interviewer who wrote it.

Copies one, five, and six, described above, are coded in the upper right hand corner to enable us to definitely locate the interview. The code is written in longhand by the interviewer.

The code is worked out to show:

1. The interviewer.
2. The serial number.
3. The department number.
4. The location by quarter sections; that is, each section has been divided into quarters so that an investigation of working conditions can be made more effective.

Each interviewer, besides keeping his copy of all interviews, also maintains a 3 x 5 card corresponding to each interview, on which is shown the employee's name, clock number, length of time used for taking the interview, and any other information the interviewer may desire to record. These files are kept in a locked drawer and are available to no one except the interviewer.

A complete pay roll list of all employees in the Operating Branch is maintained by department and clock number, so that as they are interviewed their names are checked off this list.

### Order Numbers for Charging Employee's Time

In order to pay employees average earnings for the time used in being interviewed, the following series of order numbers have been provided:

#### Productive Merchandise Employees

T. A. Departments . . . . .	K-941
Lead Covered Cable Departments. . . . .	K-942
Wire Mill Departments . . . . .	K-943

Productive Expense Employees

T. A. Departments . . . . . K-946  
Lead Covered Cable Departments. . . . K-947  
Wire Mill Departments . . . . . K-948

The time of non-productive pay employees will  
be charged to A-173-Department Number.

Comments and Reactions

All members of the interviewing staff have been asked to  
record all comments and reactions they receive relating to  
this program so that we might have a first hand picture of the  
way in which these projects are being received by employees  
and supervisors.

Appendix 3 gives samples of these comments and reactions.

Analysis of Interviews

While the definite technique of analysis has not as yet  
been worked out it is planned to analyze the interviews as to  
unfavorable comments on working and job conditions, reporting  
them to a specific organization for investigation, and also to  
make a study of all favorable comments plus comments regarding  
supervision.



APP.  
#1

GENERAL OUTLINE OF INTERVIEWING METHODS FOLLOWED BY THE  
INTERVIEWERS IN THE INSPECTION BRANCH

BY A. LEMKAU AND J. R. WHITE, INTERVIEWERS

Introduction

When the interviewing program was started in the Inspection Branch, the first thing that was done was to allocate the territory which the interviewers were to cover. The interviewers then secured from the chiefs of the organizations in which they were to interview, a list of the employees' names. This list was used for checking off the names as the men were interviewed, for determining the progress made and the approximate time required to finish the program. It is recommended that in securing similar lists from the departments in the Operating Branch, that the names of the employees who have been with the company less than three months be omitted, as we have found through interviewing employees with short service, that they seldom have much to say in regard to the questions which we ask and if they have formed an opinion or any dislikes about the supervision, they are very reluctant to say anything because they do not, as yet, feel that they have the proper security on their job.

Contacts with the Supervisors in the Shop

When the interviewer is ready to start interviewing in any department, it is recommended that he first go to the department chief in charge and let him know what you are there for, establish friendly relations with him, and also try to determine what his attitude is toward the plan. His attitude toward the plan may be the means of assisting you to judge whether there is much basis for some of the complaints which you will later receive from his employees.

It has been our practice to ask the supervisor's advice in regard to where the employees should be interviewed; whether you should take them away from their job for a while, or whether you should interview them on the job. However, it has been our experience that it is usually advisable to take an employee away from his work during the interview. It may be advisable to ask the department chief for a bench position or desk where you can conduct the interviews without interference. If the supervisor thinks that the employee can be interviewed while working, the interviewer should see that the possibilities for accidents are not increased.

We believe it would be advisable for the interviewer to select the man whom he wants to interview, otherwise the supervisors may give you their problem cases to start on. We believe that this has a bad psychological effect on the employee, because most of the employees who are problems, sense the fact, and if you pick on them first, they ask you, "What do you pick on me for? - Do you think I've got a lot more to tell?" Of course, in selecting employees for an interview, it will be necessary for you to cooperate with the supervisors so as to cause the least interference with the operation of machinery, assembly gangs, schedules, etc.

It may also be advisable not to interview employees whom you know personally or employees whom you have formerly supervised. This depends largely upon what your relations with this employee have been and is a matter of judgment for you to decide. If in your opinion you feel that you have the employee's confidence and respect, it is probable that he will tell you his dislikes before he would tell them to a stranger. It is also necessary that the first employees who are interviewed should be able to speak English.

In your contacts with the supervisors in their department, be very careful about betraying the confidence of any man in that department and refrain from talking about individual interviews with the supervisors. If the supervisor expresses any desire or curiosity to know what some of his employees have said he can probably be told something in a jocular vein without really disclosing any information. If he is persistent about knowing something about it, tell him that you are not in a position to tell, and that by doing so you would be violating the confidence of his employees and you would also be endangering the success of the whole project.

It is believed that it is poor policy for the interviewer to visit too much with the supervisors in the section, as this may cause the employees to become suspicious. However, it is probably true that in order to maintain the confidence of both factions a certain amount of visiting or friendly contact with the supervision is necessary.

#### Contacts with the Employees

A formal introduction by the supervisor was found to be a good method of approach to the employees in the Inspection Branch, especially where it was difficult to identify Inspection employees. However, this was not done in all cases. After the first contact with the employee has been made and the interviewer and employee are seated ready to proceed with the interview, the employee should be told again who you are and it is believed that the interviewer should make sure that the employee knows the interviewer's name. The interviewer should tell the employee the object of the interview, the fact that the supervisors are attending training conferences, that we are trying to develop their ability as leaders of men, that we want them to be broader minded, and have a better understanding of the human factors in relation to business, and that we want to eliminate as much friction as possible from their working hours, and that we want to make their life while at work as pleasant as possible.

Let them know that we are not encouraging the supervisors to be mollycoddles or anything of that kind. We still want them to be the boss, but we want them to be fair and square and friendly. Explain to them that certain interviews are selected for supervisory training purposes and that the unsatisfactory conditions mentioned in the interviews are used for discussion at these training conferences.

Also explain to them that you are as much interested in the satisfactory things, or the things that they like around here, as much as you are in the unsatisfactory things. Otherwise the employees might feel that you are just trying to get him to knock somebody. Explain to them that you are acting as the eyes and ears of the management and that the management of this company wants to know what the employees think of it. The management is not interested in what they as individuals think of the company, but in what the employees as a whole and as groups think.

The next thing which was done was to explain to the employees the fact that these interviews are strictly confidential and that they can say anything to the interviewer, no matter how bad it is without fear of getting into trouble or without fear of getting the supervisor or anyone else into trouble. No matter how bad their supervisor may be, it is expected that they will benefit indirectly from the discussions which they hear at the training conferences.

Explain to the employee that when their interviews are typed that no names or organization numbers appear on the interview and that the people who read the interviews or hear them read at a supervisor's conference are not informed who the employee is or where he works. Also explain to the employee that you do not want to write anything into his interview which may relate to circumstances which are peculiar to him alone and which may be the means of identifying his interview to his supervisors, if they should perchance hear his interview discussed. Inform the employee that if he does say anything which may identify him, that the interview would be modified or deleted in case the interview was used for discussion.

Explain to the employee that even though the supervisor may be a friend of his, the supervisor may have certain faults which are retarding his advancement and that by telling these faults to the interviewer, he is really doing his friend, the supervisor, a favor because the supervisor may be present at one of the conferences at which his interview is discussed and that by hearing the discussion, the supervisor will recognize the fault as being one of his own, and will endeavor to correct it. The employee should be told that the interviewer is under no obligations to the supervisors in any way, and that even though the supervisor may be a friend of the interviewer, the interviewers are pledged to secrecy in so far as telling what the employee has said. Inform the employees that their complaints in regard to working conditions will be investigated along with those of other employees and that in so far as practicable remedial action will be taken.

In the Inspection Branch we follow the practice, as far as possible, of writing down word for word what the employee says. We found it advisable to explain to the employee that we were writing it down word for word and that by doing it this way there was no possible chance of misrepresenting anything that he said or of anyone misconstruing anything that was said. At the start of the interviewing plan, it was thought that the taking of notes in the presence of the employee would result in the employee being

reluctant to talk, but it was found that the opposite was true. If you explain to them the reason for taking such complete notes, they will agree with you and will usually be very willing to have you write it down in their exact words. Often times you can stimulate the man's confidence by reading your notes to him after the interview has been completed.

As soon as you make contact with the employee, commence to study him. Size him up in every way you can and be on the look-out for leads on what to question him about. If you ask him how he likes the boss, and he replies "Oh, he's all right," you may be quite sure by his manner in answering that the boss is not all right, and by further questioning along the lines brought out later, you will probably be able to get a story.

At the start of the interview, perhaps before you start explaining the interviewing plan, or possibly just before you start asking him questions, it would help if you can do something or say something which would be the means of gaining the employee's confidence. For instance, if he is wearing a service button indicating ten or more years service with the company, and you also have one, it would be good policy to talk about service for a few minutes. There are many other avenues which can be used for gaining the confidence of the employee, such as being ex-service men, followers of the same sports, etc. Look the employee square in the face, let him know that you are honest and that you expect him to be honest in what he tells you. This helps to gain his confidence and it also helps you to judge what his reactions are and may offer valuable leads as to what you should question him about.

Above all things, be sympathetic, be a good listener and let him know that you are really interested in his difficulties. Be very careful, however, about expressing yourself as to being in agreement with him on his complaints. Let him know that you are impartial and that you are not in a position to judge the correctness or incorrectness of what he has to say. The employee may tell you many things about his personal affairs which will be of no interest or value in so far as the interview is concerned. Show interest in what he says but inform him that you had better not record those things as they may identify him or that they probably would not be able to use those things for discussion purposes.

Do not inform the employees of the nature of complaints made by other employees. If he says so and so told you plenty about the boss, let him know that you don't remember what so and so said or that you are not in a position to say.

Do not attempt to give the employee any advice on what they should do, except perhaps in very rare cases, such as advising the employee to see his supervisor or giving information about A. T. & T. stock, Hawthorne Evening Schools, or things of that nature. Do not hesitate, however, to offer encouragement to an employee if you feel that it would do him good.

#### Dislikes about Supervision

Under the present plan of questioning, it has been the practice to ask the employees first about their dislikes in regard to the supervision. Usually about all you have to do is to ask some questions which will get the employee started to talking. Then about all you have to do is keep up with him in writing down his comments and occasionally ask an additional leading question which will bring out further points in the story. If the employee tells you his dislikes without your asking questions, all the better. Let him talk about the things he wants to tell you about, that is, follow him rather than have him follow you. If he tells you things that he dislikes about his job when you are asking him about supervision write down what he tells you anyway. You can rearrange it later as you dictate. Some of the questions which we have used are as follows:

1. How does your boss treat you?
2. How do you get along with your boss?
3. Have you had any occasion to feel that you have been mistreated in any way?
4. Does your boss ever bowl you out?
5. How does he do it and where does he do it?
6. Does your boss distribute the work fairly?
7. Has he any favorites?
8. What are your dislikes in regard to the supervisors whom you work for?
9. Have you any dissatisfaction for which your supervisors are responsible?
10. Have you had any arguments with your supervisor?
11. Does your boss order you to do things or does he request or suggest that you do them?
12. Is your boss a slave-driver?
13. What is your boss' attitude toward you when you make a mistake?
14. Do you consider your boss to be reasonable?

It is not recommended that you ask all of these questions in each case, but by studying your man you can probably judge what kind of a question will result in the most reaction. If information is desired about the former supervisors whom the man has worked for, the same line of questioning may be followed.

#### Dislikes about Working Conditions

If you ask an employee what he dislikes about the working conditions here, very often he does not understand what you mean by working conditions and will start telling you something that he dislikes about his job or something else. It is probably best to ask them directly if they dislike anything about the lighting system; if the section in which they work is properly heated and ventilated. Other matters which we have been asking them are questions concerning the general sanitary conditions of the department; the drinking water, the toilets and lockers.

Recently we have been asking employees if they have any difficulty in getting to work or getting home from work due to poor transportation. We also have been asking them if the hours in which they work are satisfactory and what dislikes they have about overtime; if they are getting too much overtime or not.

Questions about the treatment which the employee has received at the hospital or at the cold treatment department come under working conditions. Questions concerning the welfare organizations, safety devices and accident hazards in their department are also in order. In some instances it may be advisable to ask the employees what they think of the company's restaurant or lunch stands. If they are getting good service, good food, and at reasonable prices. The Hawthorne Club and the Hawthorne Club Store and other activities of the Club are occasionally criticized by employees and in some cases it may be advisable to ask questions concerning these activities. If the employee has no dislikes about any of the things which you mention, he may be asked if he has any criticism whatever of the company's policies in its relations with its employees.

#### Dislikes about the Job

The dislikes about the job are usually that the job is monotonous, dirty or being on the same job too long, no prospects for advancement, not paid in accordance with what the employee thinks he is worth, or had no raise for several years.

In the Inspection Branch we have the task and bogey system which corresponds with the piece work systems of the Operating departments. It is probable that many employees will have dislikes in regard to certain jobs due to a poor piece rate on that job. Other reasons for disliking a certain job may be some particular accident hazard or health hazard connected with that job.

#### Likes about Supervision

The employee is pretty apt to have one supervisor whom he likes or possibly at some time in the past he has had a supervisor whom he liked extraordinary well. Questions similar to those which follow will probably result in the employee telling you his likes about the supervision.

1. What qualities has your supervisor that you like?
2. If you like your boss as you say you do, can you tell me why you like him?
3. Is he fair and impartial?
4. Is he a square shooter?
5. Is he courteous and friendly?
6. Does he know or understand his job?
7. Do you think he has the ability to handle his job?
8. Can you relate any incident which indicates his ability as a leader?



9. Does he cooperate with you?
10. Has he given you proper instructions on how to use the tools and equipment which you work with?
11. Has he told you about the thrift plans and other advantages?

If the interviewer is unable to get any satisfactory answers from the above questions, it might be suggested to the employee that he try to think of the supervisor whom he has had since he worked here that he liked best; the one that treated him the best and then try to get him to tell you what that supervisor's good points were. Let him know that you are not particularly interested in the supervisor's name, that you are only interested in the good qualities. This promotes confidence in the interviewing plan, and a lack of interest in knowing names may result in him telling you some dislikes that he overlooked before.

#### Likes about Working Conditions

If the employee has criticized the ventilation, heating, or any of these things, it is, of course, unnecessary to ask him about what he likes about those things. One question which has been found quite useful is, "What do you think of the Western Electric Company as a place to work?" Some of the other questions which we have used follow:

1. Have you ever worked in any other factory?
2. How do the working conditions in here compare with the working conditions in the other factory where you worked?
3. What do you think of the thrift plans, the insurance plans, and the vacation plan?
4. What do you think of the company's policies in general in regard to relations with employees?

Another good question which may be asked at this time is, "What do you think of the Hawthorne Club and evening schools." These questions usually bring favorable answers.

#### Likes about the Job

If the employee has expressed no dislikes about the job, he surely should have some likes, and by asking him a few leading questions these will come out. Employees as a rule like their job because it is interesting, because the job is steady, because they are learning something on the job, or the job has certain educational advantages. On some occasions we have asked employees if they are satisfied with their pay and have received favorable answers. As a rule, however, this question will bring a negative answer. This may be asked in a way which is not so apt to receive a negative answer, by asking if they have any grievances against the company because of the pay they receive for doing this work or about the advancement that has been offered them. Another thing that may be asked is whether the employee likes his present job better than he liked his former job.



### Conclusions

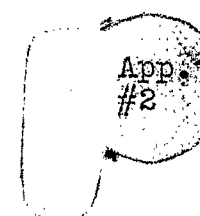
In concluding the interview with the employee, I have often times asked them if they have told me everything that they wanted to tell and ask them if the story that I have received from them was a true picture of their morale. Of course, you cannot ask this question of all employees due to the difference in their intelligence. If the employee has told you a pretty bad story about his supervisors, it may be advisable to say to him that you hope that things will straighten out for him in the near future. Reassure him that his story is confidential and that no action will be taken in so far as his complaints are concerned. When breaking away from the employee, it may be good policy to shake hands with him and express the desire of meeting him again some day.

### Routine for Dictating and Keeping Records

For the first few days it will probably be advisable for the interviewers to take but one interview at a time before attempting to dictate. This will enable the interviewer to keep the interview fresh in his mind and in case he was unable to record all of the employee's words, it will give him an opportunity to add the information which he was unable to write down. As the interviewers become more accustomed to the work it will be found satisfactory to conduct several interviews before dictating.

The typist will return the interviews to the interviewers for checking and corrections. After checking the bond copies shall be given to your supervisor. The interviewer shall keep one tissue copy for his own file and for reference. In the Inspection Branch we have had three copies made, the interviewer retaining two copies. However, this appears to be unnecessary.

The interviewer shall also maintain a file, either a card index or some other form of record, in which is recorded the names of the employees whom he has interviewed, date, the serial number of the interview, the organization number and the building location number in which the employee works. The names and titles of the various supervisors whom the employee spoke of in his interview may also be recorded. A suitable code should be provided for the numbers indicating the organization and building locations to prevent the possibilities of someone indentifying the interview by means of its number.



April 10, 1929,  
Operating Branch-W.

WORKING CONDITIONS

Likes

"Everything is fine here as far as working conditions are concerned.

"When I was home sick the hospital was very considerate with me.

"I have always had steady work here and I feel ungrateful to make any complaints."

Dislikes

No comments.

THE JOB

Likes

"I love to work and I believe I would enjoy any kind of work I would have to do. This work is interesting and I earn very good money."

Dislikes

"I think I work too hard. I am given the most tedious job. This is straight piece work and some work doesn't pay as much as other does so when I get the hard work I am so anxious to make some money I work so hard then when I stop I get dizzy."

SUPERVISION

Likes

"When I first came to work here we had very good supervision in this department and as time went along I was so happy with my work and the people I worked with that I never wanted anything different. I didn't look into the future as I should have."

Dislikes

"When you talk to me about the supervision of the past few years, I don't know how to answer you, and I will tell you why.

AJ

April 10, 1929,  
Operating Branch-W.

SUPERVISION

Dislikes, continued

"There is a foreman, general foreman, and the assistant superintendent and they know what it is in this department, and if they wanted the supervision changed, they could do it.

"When I saw you come in here this morning I said to myself if ever I am interviewed, I will never say a word because every time I ever say anything they make it worse for me. You know the supervisor can always get back on an operator. Sometimes I wonder if it is religion, relation-ship, or lodge brotherhood that hold these men. It must be something.

"I came here to work about sixteen years ago. Everything was fine. I took to the work and made lots of money. My supervisors were square and I was happy on my work. The only advancement there was for a girl was to become an instructor and teach the new help the work. You had to start for little money but you were not on piece work and the work was easier, and gradually your pay was raised and you were better off in the end. My boss called me one day and told me my work was satisfactory and he wanted me as an instructor. I was willing and started at a very low rate. I was losing money but worked faithfully and waited year after year for the one and two cent raise but I always got it until I was raised to sixty-one cents an hour. In the meantime we got a new foreman and section chief. They were different. The section chief is very mean and everything he did or said the foreman upheld him. He did not like me very well and if you ever did one thing that did not please him he never would forget it.

"One day there was a rush job and my gang boss told me to get it started right away. It was very close to quitting time and I asked him if it would be all right if I started it the first thing in the morning. He said it would. The next morning at 7:30 the gang chief saw that I was starting the job and wanted to know why it wasn't started the day before. I told him it was too late when I was told about it and my gang boss said it would be all right to start it in the morning. He flew in a rage and I was called to the office before the foreman and bawled out. At the end of the day I was called up again and was told that I was to be taken off the job and put back on piece work and my rate cut to forty-three cents an hour. I thought that matter over and thought it was so unjust. The next morning I went to the general foreman, who was the foreman I started to work for when I first started. I told him all about it. Of course, he didn't say a word about the foreman, but came back to the department with me and talked the matter over. I was not changed then but some time later a few

AJ

April 10, 1929,  
Operating Branch-W.

SUPERVISION

Dislikes, continued

instructors and myself included were put back on piece work and our rates cut because they were getting slack. I had been an instructor longer than any other girl and that made me feel terrible to think how long I worked for little money and when I was getting a fair rate to be treated like that.

"This gang chief had many girl friends he wanted to use as instructors and that was the only reason the old girls were changed. I had to go and work for this gang boss and from the start he would pick out the hardest jobs and give them to me. He said and did the meanest things to me. I can't tell them all. He makes me feel that I am in the way but what can I do? I have to work. You know yourself at my age I can't go elsewhere and get work where I can earn the amount of money that I do here, but right now I am living a life of h---. My father tells me to quit this place; that there is no job nor money worth what this is doing to me.

"I will tell you what kind of a gang chief he is. There was an instructor he was very friendly with and he would ring her time when she was out and have her do the same to him when he was out. It makes me feel mad when I think there are so many honest people willing to do the right thing, treated the way I was, and to see a man like this upheld.

"Since I was taken off the floor there have been many other girls picked out as instructors and they are all friends of the gang boss. In order to be a friend of his you must bring him candy and fruit and jelly him along. By being his friend you get the easiest work and make the big money.

"When I was called to the assistant superintendent to get my fifteen year button I was asked how things were and I told him all about the change and that I was not being treated right by the gang boss. They don't pay much attention to a girl and I don't suppose he believed me. I am not the only girl that has been treated like this and the ones that are treated right often say they don't see how I stand it. This treatment has killed my spirit. I am not the same person that I was.

"Piece work is hard, especially when you want to make money, but when you are given the hardest jobs and picked on as I am, it makes it so much harder. You can believe me or not; every time I hear that man's name I jump. He has made me so nervous.

AJ

- 4 -

April 10, 1929,  
Operating Branch-W.

SUPERVISION

Dialikes, continued

"We have a new foreman now. He looks a little different than the one we had before. He has offered me an advancement under conditions that were not offered any other instructor, and as I did not approve of the plan, I refused it."

AJ

April 10, 1939,  
Operating Branch-M.

WORKING CONDITIONS

Likes

"I would say that the working conditions are excellent compared with the Industrial Plants in Illinois.

"We get plenty of fresh air and the drinking water is nice and cool, no matter how cold or hot the temperature might be."

Dislikes

"The lighting system could be improved. As it is, it is almost impossible to do our work on a dark day. No doubt, you will hear several complaints when you interview the night force."

THE JOB

Likes

"As far as the work is concerned, I like it very much. I have worked here so long, I don't suppose I could qualify for any other position. My work is most interesting and easy to do."

Dislikes

No comments.

SUPERVISION

Likes

No comments.

Dislikes

"There is only one objection I have with the Company's policy and that is insisting that I work for years and years for a man I consider a degenerate. If I sat down and told you all of the mean little stunts this gang boss pulled off, you would need another book in order to record them all. Just to give you a little idea of what I mean, this man tried to get fresh with a girl while leaving the building. The girl was heard to scream and the next day when the lady supervisor examined the girl she found black and blue marks where he squeezed her. When he goes around the girls now they always try to avoid his glances. When a girl comes to him

PR

April 10, 1929,  
Operating Branch-M.

SUPERVISION

Dislikes, continued

for material or to get material repaired they have a hard time avoiding his touches. When a good-looking blonde comes along, it takes him twice as long to serve her with the proper instructions and material.

"He was so unreasonable in many other ways. I remember years ago my wife looked out of the back door one evening and she saw a man walking to and fro along the walk in the back yard. She called it to my attention, and I recognized the man as my boss. Well, I called him in and asked him what was wrong. He told me he was about to lose all the money he had invested for the two of us on the stock market. We were playing the margin and the stock had dropped several points that day. Well I told him that he should have sold when I told him to. He said, 'Oh, what shall I do, shall I sell?' I said, 'Don't be a fool; how much will it take to pull you through?' The sum he mentioned was a great deal, but I told him I would bring it down to work in the morning. When I gave him the money I told him just to write me a receipt on a piece of wrapping paper. Three months later he paid me back, but I wasn't given a penny interest. I didn't want any, but there is the point I want to bring out.

"Several months later my fire insurance came due and I knew if I would let it elapse my house would be struck by lightning and would burn down the first night. Well, as my money was tied up, I asked my boss for a loan of enough collateral to pay for the insurance. He said, 'All right, I will bring it down the next day.' He gave it to me. He also asked me to sign a note which called for six per cent interest. After I signed it he said, 'Now, I will go home with you tonight and we will have your wife sign it too.' After all the good things I did for him, he was forever riding me.

"One time he had a spotter to watch me to see if I washed up before five o'clock. Our work was greasy and it was customary for all the men to wash their hands before the whistle blew. He raised h--- with me and made me sore. I told him I wasn't guilty of using the drinking fountains for a wash basin as he was in the habit of doing.

"The foreman we used to have was just as bad in a way. He wasn't a slave driver, but he encouraged gang bosses to use those tactics. My gang boss used to tell me, 'You have got my boss riding me all the time about you.'

PR



April 10, 1939.  
Operating Branch-M.

SUPERVISION

Dislikes, continued

"One day I decided to speak to the boss about it. He said, 'Oh, don't pay any attention to that crazy fool.' I told him I didn't like the idea of talking about a man behind his back and that if I had anything to say to a man I would rather say it in his presence. He said, 'If you expect to work here, you will have to get used to those things. That foreman was as crooked as a cow's hind leg. I will bet he took enough material from this factory during his days to start another factory.'

"I know one year during the holidays, the foreman and another boss made up several pieces of material that would be considered nice Christmas gifts. Time and material lost to the Company at that time would amount to at least five hundred dollars. Several of the gifts were missing out of one of the lockers. I guess he accused several of taking them, but I for one had nothing to do with it.

"Another rumor that came around several times about my old foreman was about him spending the week end at his cottage along the lake with one of his girl supervisors. Of course, no one could prove it, but I believe every rumor has a foundation."

PR

April 12, 1929.  
Operating Branch-M.

WORKING CONDITIONS

Likes

"I like the way the Company treats the men. They are always trying to fix things in the department so that it will be better for us."

Dislikes

"The lockers are terrible. They are too small and the aisle is too narrow. There is no fresh air in the locker room. The sweaty clothes smell very bad in the summer. They used to open the window in there but for some reason they have nailed it shut and will not allow us to have it open.

"There is too much smoke in the room. There is an open fire close to my work and I have to walk away to catch my breath many times during the day."

THE JOB

Likes

"The job is my trade. I would not want other work. I got a raise at the last revision period so I think the boss appreciates my work."

Dislikes

No comments.

SUPERVISION

Likes

"The gang boss lets us alone. He gives me a job and I don't see him until I am through. If I have trouble with the work he helps me all he can."

Dislikes

No comments.

AM

April 12, 1939,  
Operating Branch-M.

WORKING CONDITIONS

Likes

"I have been with the Company over twenty years and I hope I can stay here a good many more. It is fine to have the sick benefits. They have helped many men over a bad time.

"The lockers are crowded and the room is small. It smells very bad in the summer time.

"The smoke in our room is bad. I think the Company should have a department so that a man on experimental work could report his results. I think this would stimulate the men to work harder because they would know that their efforts were being recorded. It would take away the feeling that most of us have that our bosses will take all the credit for our work. I know that I could work out several improvements in our methods if I thought that my boss would not report them as though he had told me to do the work that way."

THE JOB

Likes

"I like this kind of work. It is interesting because it takes time and study to do some of the difficult jobs."

Dislikes

"I have a house and some property so I don't absolutely need a raise. I worked here for sixteen years without a raise. One day I saw the general foreman and told him how long it had been and how good my record was. The next revision period they gave me a two cent raise. I got two cents more at the next revision period. That was five years ago and I have not received any raise since. I would feel much better if the Company had some way of showing that they appreciated my work. It seems as though when they get a hard job that no one else can do they can find me very easily, but when raise time comes along I am not considered.

"I don't think the chasers should be allowed to rush some of the work the way they do. They get the bosses to promise jobs that a man cannot possibly complete then the boss tries to make the man go as fast as he can. Most of the injuries in our department have been caused by this.

AM

April 12, 1929,  
Operating Branch-M.

THE JOB

Dislikes, Continued

"Some of the material we use is not fit to work with. There is much waste to this and the Company loses money. I think we should have one good man under the foreman and that he should know all the men and run the job without so many gang bosses."

SUPERVISION

Likes

"The superintendent and my foreman are mighty fine men. They mean that everything should be nice. I don't think the foreman has time enough to think about work that he has assigned men under him to do. If they don't do the job properly it is left undone."

Dislikes

"I don't think that there is any chance for an honest man that keeps his mouth shut to get ahead with the Company. If you do good work and think of something worth while the boss steals your ideas and gets credit for thinking of it."

"I got our gang boss a job with the Company and taught him how to do this kind of work. Now he is boss over me because while he was working he went out with the heads of the department and bought them drinks. He told a lot of lies about the rest of the men in the department. Now that he is boss he is off two or three days at a time because he is drunk. He doesn't go home on pay day, he goes out and spends all his money."

"One of the men had a rate man timing him. The gang boss would not let the man do the work properly. He made him hurry the job and leave out one operation that was necessary. The next day all of those pieces had to be junked. The assistant foreman came over and bawled the man out for making scrap material. The man told the assistant foreman that the gang boss had made him leave out this operation. The gang boss called the man names and made him appear to be a liar. Then the gang boss insisted that the man do the work the way it should have been done. This made him lose money because the rate had been set leaving out this operation."

"One time I made a suggestion to the foreman and he thought it was a good idea. He told the night supervisor to see that the work was done this way. He didn't do it. I am not a squealer and will not tell the foreman that the gang boss is not doing his work."

AM

- 3 -

April 12, 1929,  
Operating Branch-M.

Dislikes, continued

"We had trouble with some new kind of work and I was put on the job with the engineer. I had to try different methods and the engineer admitted that he didn't know anything about the work. I had to experiment with a compound and finally got one that would work. I called the engineer and my boss and told them that I thought we could make these parts now. They tested the part and decided that it was O.K. and then asked me how I made it. I told them and the engineer and my boss got all the credit for making the compound. I don't care about being gang boss but I wish the Company would pick out men for bosses instead of hand shakers who are drunk part of the time and liars the rest.

"Our gang boss is trying to do better since you started coming over here but I don't think the Company can teach an old dog new tricks."

AM

April 12, 1939,  
Operating Branch-M.

WORKING CONDITIONS

Likes

"The vacation they are giving each employee is one of the reasons why I consider this a splendid place to work. There are many other outstanding points that make this Company one of the leading industries, but they are too numerous to mention.

"I, for one, appreciate any of the improvements they make in the Plant to improve our working conditions and I actually believe the present plan of hearing the employee's story, getting his likes and dislikes, listening to his troubles, etc., is going to mean a great deal not only to the Company, but to each individual in the way of encouraging him in his daily occupations. I have been wanting to meet someone to whom I could talk freely with for sometime."

Dislikes

"Our lockers are too crowded but, of course, they are much better than they used to be. At one time there were over five confined to my locker. To prevent disease I believe each operator should have his own locker.

"There isn't sufficient space for storage. As it is, we pile boxes of material as high as ten boxes high. In one pile there may be material used on six to eight different orders. The order that we need first may be in the bottom box. There is absolutely no way of finding out which one we need first. Otherwise we could pile them accordingly. This causes a great deal of lost motion as we have to repile this stock so many times in order to get the right material.

"I believe there is too much partiality shown here. There seems to be a race hatred not only here at Hawthorne but at other plants in Chicago. I have several friends working in other factories and they tell me the same feeling exists in their department. I believe the ----- would have been a better class of people had the old government treated them as well as it treated the people of ----- . I actually believe if the present form of government stands for fifteen years; it will be impossible to tell the children of ----- from those of ----- . I believe when it comes to criminal law and criminal punishment, they are far ahead of any other nation. Those who serve terms for punishment make good citizens when given their freedom.

PR

April 12, 1929,  
Operating Branch-M.

WORKING CONDITIONS

Dislikes, continued

"I am sure most of the foremen need training to improve their personality. The first time I came back for a job, there was a new boss in the department in which I used to be employed. The boss said, 'I can't put you on that job. I've got young fellows on that work.' I happened to know that this was a big lie as I knew some of the fellows who were working on that job before. When the boss received a note from the employment office, I just looked at the name and laid the note down. I have made a study of face expression and lip reading and I absolutely know he did not read the contents of that note. He sent me back to the employment office and Mr. X sent me to see a man in the Production Branch. Well, this man needed several lessons in manner of approach as he and a lady there deliberately laughed in my face. I guess they were making fun of my suit, as it was rather old-fashioned. He informed me that I would have to be an expert mechanic in order to hold a position in his organization. He gave me a blue print and asked me if I could read it. I looked it over and laughed at him and told him that it was very simple. It was a sketch of a desk phone. Well, he didn't give me the job. This man made me feel inferior to him. He had that foolish grin on his face. He had a superior complex feeling that I did not like. It is men like this who place feeling of hate in my mind."

THE JOB

Likes

"I like the work here though I have quit three times. Each time I left of my own free will and accord. My health was good but every once in a while I get a crazy get-out-in-the-open feeling. You see, I used to work for a railroad company out West. I don't know what it is, but there is something fascinating about it."

Dislikes

"For the length of service I have with the Company, I believe I should be making more money."

SUPERVISION

Likes

"I talked to my old foreman about a raise. He promised me a four cent raise in June, but he has been transferred, so I do not know how I will make out. I like my present foreman. He is kind and

PR

April 12, 1929,  
Operating Branch-N.

SUPERVISION

Likes, continued

does not possess that superior way about him that most foremen do.

"My gang boss is also a fine chap. He is cool headed and he knows his job. I believe they should instill into each foreman's mind that we are all human and they should forget that we are Italian, Irish, or of a German descent. They should make us all feel that we have an equal chance in the race of life."

Dislikes

No comments.

PR



April 17, 1929,  
Operating Branch-W.

#### WORKING CONDITIONS

##### Likes

"I find that in this new department things are a lot more cheerful. We have the sunshine when there is any.

"The ventilation is all right, but some of the people like more fresh air than others.

"I am interested in the Company's savings plans. I find that I would not have saved any money if the Company had not made the deductions from my pay each week. This has enabled me to go ahead and get a real vacation."

##### Dislikes

"The fumes are not very pleasing, and the ventilation is what I would call poor. There are some windows open occasionally and then the draft blows right directly on us."

#### THE JOB

##### Likes

"I like my job because I have a variety of work. There is not a great deal of the same thing, this making the work interesting. It is hard and I have to be wide awake."

##### Dislikes

"The job I am on at the present time is dirty, but I don't think that that can be helped. That is the way the work comes into us and we have to take it as it comes."

"Some of the rates are rated too high. I don't care about the bogey. I would rather have it the old way. There is only one rate that I feel I can make on bogey, and that is a rate which I set some time back.

"The aisles are too crowded. There is always a truck standing in the way."

LA

April 17, 1929,  
Operating Branch-W.

SUPERVISION

Likes

"I have found that one or two of my supervisors have changed immensely since the interviewing program, at least, I lay it to this. I find it makes your work more interesting when your supervisors or your gang bosses are a little more cheerful. It seems to me that the entire gang has changed for the better; things are more pleasant."

Dislikes

"Before we came into this department my supervisor was a regular crab. He seemed to want to get rid of me for some reason or other. Just why I don't know. When the Company had that big lay-off a year or so ago, I had about six years' service at that time. I was picked to be laid off. At first I thought it was just for a week, but the second supervisor said no, it was for good. When I asked for an explanation as to why I had been picked when I had that much service, they said, 'Well, your work is all right, but you're married.'"

"I told them that I was not living with my husband and I had a child to support. I said, 'Why is the girl in back of me who has only six months not laid off.' Well, they felt that she had some dependents. I said that this girl had nobody. She was all alone whereas I had someone dependent on me. I raised such a fuss that they came back an hour later and told me that I was to forget that I had been told about being let out. I understood that there had been some mistake. The gang boss had picked on me and he should not have done so. Since that time I find that he is somewhat better, and I lay it to my having sense enough to speak up for myself, so I am still here and plugging along every day."

LA

April 19, 1988,  
Operating Branch-M.

WORKING CONDITIONS

Likes

"I find the working conditions in this department very good."

Dislikes

No comments.

THE JOB

Likes

"The work I am doing is quite interesting - a variety of jobs makes it such."

Dislikes

"One of the things I don't like about the job is the Sunday work. Everybody in the gang feels the same way. I do not mind the overtime and Saturday afternoon work."

"Shortage of trucks and hooks causes quite a bit of delay; at times resulting in as much as a half hour."

"I would like to get a change to another department or to some other class of work where I can be assured of a certain amount of pay each week. Working piece work, as we do, we never know just what our pay will amount to."

SUPERVISION

Likes

"Our boss is a very good man to work for. He shows no partiality and all the work is distributed equally."

Dislikes

"There is one thing, however, that I do not like about my boss, and that is the attitude he takes when a man refuses to work Sundays. When a man works overtime and Saturday afternoons, I think he should be given a little consideration regarding Sunday work."

KL

April 19, 1929.  
Operating Branch-M.

WORKING CONDITIONS

Likes

"Working conditions in this department are very good. The ventilation and lights are good. At times, during the winter, our side of the room gets a little cold because some of the windows on the opposite side of the room are open. The operators are very nice about it, however, as they always close the windows when we ask them to.

"The A. T. & T. stock offered to employees is sure a wonderful thing. It is a good way of saving money, and I know if it wasn't deducted from my pay each week I wouldn't have the money saved that I have today."

Dislikes

No comments.

THE JOB

Likes

No comments.

Dislikes

"The only fault about this job is the shortage of pans in the department. Trying to find a pan is like trying to find a diamond. This holds us up quite a bit. We also have a shortage of chairs. The night gang moves the chairs around quite a bit and if you are not on the job early in the morning a lot of time is wasted trying to locate a chair. I think something ought to be done to overcome these conditions."

SUPERVISION

Likes

"Our assistant foreman is sure a wonderful man. He is willing to help you out at all times."

Dislikes

"My boss is one big crab. One bad fault of this man's is the poor consideration he uses when an operator brings a part up

KL

April 19, 1939,  
Operating Branch-M.

Dislikes - Continued

to him to see if it is O.K. to go ahead with the job. Sometimes he is busy setting up a machine, and if we ask him a question then or bring a part up to see if it is O.K. he flies up in the air and tells us to go back to our machines and wait until he is through setting up the machine, when really it would only take him about two seconds to see whether it was all right. Sometimes we have to wait around for ten or fifteen minutes for him to O.K. the part. I don't think this is right.

"My boss also shows partiality in distributing the work. If one of the gang gets a good paying job and gets it out in a hurry, the boss tells him that he will get the job again, if he is out of work when the part comes in the next time.

"Personally, I have this against him. I have been off quite a bit because of sickness, such as headaches. I have seen several doctors and some of them say it is migraine headaches and others blame it onto my stomach. I saw a doctor last week, and he sent me to an eye doctor who said there was something in my head that was pressing against the eye nerves. He gave me a pair of glasses, but I have not used them long enough to know whether they will do me any good. This boss of mine thinks that every time I stay off because of these headaches it is due to my having a bum job. The other day one of the operators and I were talking together, and this party told me that the boss had said that I was lazy and stayed home every time I had a poor paying job. As a matter of fact, when I was home last week to see a doctor, I had a job that I could earn as high as a dollar an hour on. I don't consider that a poor paying job.

"I am not a knocker, but what's right is right, and, if this is all confidential, I am going to tell the truth. My boss is as stubborn as a mule and just can't see your point of view, and he sure is making things miserable for everybody else and also himself. He talks about the help something awful. At times he comes up to me and says this and that about some other fellow, and I know he says the same things about me to other men in the gang.

"I worked for one of the other bosses in this department, and he sure is a 'white' man. If the job went wrong, he was always willing to help you with it. It sure makes things disagreeable when you have to work for a boss like I have. I think this boss should be pushed back to let him know he isn't a king but nothing more than we are."

EL

April 22, 1929,  
Operating Branch-M.

WORKING CONDITIONS

Likes

"The thrift plans, now in effect, are a wonderful thing. I would like to take out A. T. & T. stock, but with my present earnings it is an impossibility, as I am a married man, and it takes all I earn to keep up my home."

Dislikes

"Our lockers are overcrowded. I believe only one man should be assigned to a locker. They are very dirty and one must be careful of the clothing he wears down here, as they are very easily soiled when you put them in these lockers."

"The drafts from doors in this department are very annoying. A draft from the door at the south end of our building can be felt in any part of the section almost any time. The windows on the south side of the section are also responsible for this draft. During the winter I have been home several times with colds caused by this condition. When a person works near the windows on the south side of the section the sun almost drives him crazy. Shades should be put on these windows and I think the employees on that side will be more satisfied."

THE JOB

Likes

No comments.

Dislikes

"I have been employed for this Company for thirteen years. In 1916, at the time of my employment, I was in the Production Branch, where I stayed until 1918, at which time I joined the Navy and was discharged in 1919. When I came back, I was told that the man hired for Production work had to have a college education. I then went to the Personnel Department, who, in turn, placed me in the department in which I am now. The job I started on in this department averaged me approximately \$50 per week. About three years ago, I was taken off this job and placed on another, which I am still on, and this averages me approximately \$36 per week. At the time of this change, I was told by the supervisors that my work was very satisfactory. If this was the case, why did they transfer me to a job with an average cut in my pay of \$10 to \$15 per week?"

KL

April 22, 1939,  
Operating Branch-M.

Dislikes - Continued

Several men transferred from other departments to this one make as much as I. I understand that when an operator is transferred from one department to another his pay remains the same. If this is the case, why didn't I retain my rate when transferred to my present job.

"I have studied advertising and when I requested a transfer to some work in this line, I was told that all work in that line was done in New York.

"I am very dissatisfied with my present job and would like to get on other work on which I could average better than \$36 per week. I would like to get in the office. I never did care for shop work.

"There is one thing that I cannot understand regarding rates on various jobs. The orders in this department should specify a rate per one hundred parts. I have worked on probably one hundred orders which did not specify any rates. Now, what I would like to know is - How are we paid for work done on orders which haven't any rates? Every other man in my gang would like to know this same information."

SUPERVISION

Likes

No comments.

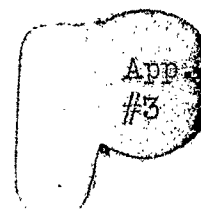
Dislikes

"There is a great deal of partiality shown by our supervisors. All hard work goes to certain men he does not like, and this condition has existed for a long time.

"Another thing I have noticed is that when a supervisor has work to be done around his home, he usually gets someone in the gang to do this work on a Sunday. The man is usually repaid by receiving all the easy jobs the following day.

"Some of the supervisors have very little respect for a man's feelings after he has been home sick. One of the men in our gang was given a very heavy job the day he returned to work, after being home sick for two weeks. I would suggest that some of these supervisors take a course in psychology so that they would have a better understanding of human nature."

EL





EMPLOYEE INTERVIEWING PROGRAM  
COMMENTS AND REACTIONS

Assistant Foreman: "I think your program of interviewing the employees is a very wonderful thing, although I myself have heard a number of knocks against this program. I still think it is very helpful for the employees. There are always some people knocking everything."

Employee: "Yes, sir, I have heard all about your program quite a while ago and I have been anxious to meet one of your interviewers ever since. I know of some more men that feel the same as I do. If they would have had this plan long ago, I do not think we would have received some of the treatment we did. The bosses would have been afraid to do it. Our supervision seems to be better already."

Employee: "I think you believe that you are telling me the truth, but I am not sure that it will do me any good if I tell you some of the things my boss has done and I don't want to take a chance of getting into trouble."

Employee: "I noticed lately that the gang boss is better to us. He gives me better jobs and talks to me occasionally. I don't know why he should do these things because in all the years he has been gang boss he has never cared for anyone but his few friends."

Employee: "I don't think these interviews will help our Gang Boss any. He is too dumb to learn. They say he goes to school every once in a while but I don't think any teacher would be able to teach him anything."

Employee: "Our boss has changed in the last three weeks. He talks to us without swearing now and he has not been off drunk for almost two weeks. I asked one of the men working with me what he thought was the matter with him. I said that he must have been bawled out. He asked me if I had not seen the man around talking to the men in the department. He told me that the Company is checking up on the bosses. I am glad they are doing this because our boss had me so mad most of the time that I hated to come to work. I think this is too good to last and I am afraid that if the Company stops doing this kind of work my boss will be bad again."

Employee: "Seventy-five per cent of the girls are afraid to give a true picture of working conditions, for fear that the foreman will get a copy of each report and then when the general layoff time comes, those who told the biggest stories will be laid off first."

Gang Chief: "Hello, snooper! When are they going to start interviewing the gang bosses? I am getting ---- tired of hearing all kinds of kicks about the gang boss. I'd like to get a chance to kick about some of the bum operators."

Employee: "It is certainly a relief and you don't know how much better I feel now that I have had a chance to tell someone what was on my mind and all of my troubles. I think it is very good of the Company to give their employees a chance to tell someone the things that are bothering them."

Employee: "It is about time the Western should do something like this. Before they started this interviewing, a man had to wait until he got his ten-year button before he had a chance to go up and kick or tell anybody his troubles, and I think that this is good when they come right down to you and ask you your troubles and are willing to listen to you."

Section Chief: "The supervisor introduced me to an employee for interview and said, 'Here now, tell this man everything you know and all that you have on your chest and don't forget to tell him just what kind of a dirty ---- your gang chief is.'"

Gang Chief: "Do you really believe that all this is going to be confidential? I don't, and I think that they have some way of finding out what a man tells, but I don't care what they tell you about me, because I have always treated the men the best I knew how."

Department Chief: "If a man is interviewed and complains about his supervisor and a short time later, the supervisor is transferred, the employee may think he was instrumental in having his boss removed."

Asst. Department Chief: "Well, I suppose you are here to listen to a few complaints. The only men that ever complain are the lemons. The good men never have anything to kick about."

Gang Chief: "Do you think you get the confidence of the men? I doubt very much if you can get the men to tell all their troubles."

Department Chief: "Don't believe anything that man tells you. He is a ---- liar. I would tell by the way he was waving his arms that he was complaining about ----. Here are the revision sheets that just came in and you can see for yourself what his average earnings were for the last six months. Anyone that can average ---- per hour for six months, does not have to wait very long for ----. He is money mad and is the biggest Bolshevik in the department." I told the department chief that he was a swell fellow to accuse a man of knocking him after the man had spent one hour throwing bouquets at the supervisors and his organization. A big smile came over his face and he said, "Did he really say that he thought I was a pretty good fellow?"

Department Chief: "I don't tell my employees what to say, and I don't have any fear of this program. I have always treated my help fine."

Employee: "Is that Bolshevik paper, the Hawthorne Worker, responsible for these interviews? I thought probably some of the big fellows got a copy of that paper and started this investigation."

Employee: "I have been waiting for a chance to tell my troubles to someone for a long time. Now that I've got it off my chest, I feel better."

Employee: "Will my picture and this story appear in the Microphone."

Foreman: "Well, for all the work you are doing you need not worry about your check." This was said after I had remarked I was going to the Payroll as I had missed the pay man.

Section Chief: "Is it true that after a man tells you his absolute story that later he will get laid off if he knocks his supervisor?"

Gang Chief: "Now tell the truth, don't you give the foreman a check on the men that have it in for him?"

Foreman: "Now that the employees are being interviewed and have somebody to air their complaints to, they seem to think they can do as they please."

Interviewer: "A girl told an interviewer about the dirty conditions in the locker room. She told her there were bugs in them. This girl also told others in the department that she had told the interviewer this. The matron heard about it and immediately took steps to have the place cleaned up.. She was quite worried about her own job."

Interviewer: One girl complained that she was being hounded by her supervisor and other employees to find out what she said to the interviewer because she spent such a long time with her. They expressed the opinion that "she sure must have unloaded".

Employee: A girl that I was going to interview told me who I was and what I wanted to know. She said one of the girls had told her that the interviewers were around. This girl also told me that she understands that this is supposed to be perfectly confidential, but I don't believe it is. She said that a while after one of the interviewers were gone the boss will come up and say, "Whatever you have said will be held against you," because he would be able to find out just what his operator had to tell. He was quite sure that he would be able to find out in some way.

Foreman: "This is the best thing that ever happened. They should have done it a long time ago."

General Foreman: "I am a little bit skeptical about this plan. The average person will not tell what is actually on his mind because he would be afraid of being kicked out. If someone told me to go into a lion's cage and stick my head into his mouth I would tell him to go to h-----."

Section Chief: "You won't get much from this plan. The supervisors will tell the employees that when they are interviewed they should keep their mouth shut."

General Foreman: "You won't get much because they all know it will be used for a check on them. Those things are marked and can be used to tell what kind of a job an individual supervisor is doing."

EMPLOYEE INTERVIEWING PROGRAM  
RECEPTION OF INTERVIEWERS

One girl as soon as she met the interviewer said, "Everything is all right. I am satisfied. I have nothing to say" and started away.

In all departments visited the cooperation of the foreman, assistant foreman and supervisors was very good as they all thought the plan was very good and did everything they could in providing a place where the interview could be taken without being disturbed or overheard by others. In a few cases some of the section and gang bosses were doubtful as to whether the plan would ever do any good and did not think it would bring results.

"I have received prompt attention in every department. The foremen in a few cases showed suspicion on my first few visits. I think most of them welcome the interviewing program and would be glad to have it used as a check on their department. The supervisors are decidedly interested in what the men have said. No one has asked in so many words but they have left a wide opening. They are very suspicious of the long interviews."

"In the past week I found the foremen in the departments are taking more interest in the interviewing. When I come into the department and talk to the foremen they try to see that I have a good place to interview and offer their assistance to help in any way they can. One of the foremen came up to me while I was interviewing and told the person that I was interviewing that he wanted his people to feel free to tell anything that they had on their chest and if they were pumped by any of the supervisors after the interview he would be glad to know it. He also stated that this work was confidential and wanted it handled that way in his department."

"In the departments I have called on I have received the fullest cooperation from the foremen, assistant foreman, and the gang chiefs. I have talked to several foremen since the conference meetings have started and they all seem to think the plan is going to do wonders towards improving working conditions throughout the Plant."

"There are some departments where it is impossible to find a suitable place for an interview; for an example, we took two chairs and placed them between the lockers in order to find a place where we wouldn't have any interference. In the Cable Plant, we walked over to the Restaurant Room. In the Cable Plant the operators always shut their machines down while being interviewed. I inquired of the foreman if that would interfere with their schedule and he informed me that it would not. Down in Department X, I do not think they charge any time to the "X" order as the machines are running all the time."

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"One foreman was very pleased to see me. He helped me find a quiet place to do the interviewing instead of the office. He really put himself out to be nice."