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PLAN FOR THE INDUSTRIAL
RESEARCH DIVISION PROGRAM
DURING 1929

108 pp

C. L. Rice
Workmanages.

Mr. H. A. Wright - 6088-2:-

PLAN FOR THE
INDUSTRIAL RESEARCH DIVISION
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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.

GENERAL OUTLINE OF WORK PLANNED

1. To interview all Operating Branch employees before the end of the year.
2. To conduct supervisory conferences for the Operating Branch and Inspection Branch, using employee interviews as a basis, with each supervisor meeting in conference bi-weekly.
3. To analyze employee interviews:
 - a. To initiate correction of causes of unfavorable comments.
 - b. To study favorable comments for supervisory development values.
4. To continue test studies now being conducted.
5. To start and follow trial rest periods in several shop departments.

PLANS RELATIVE TO PERSONNEL AND PROGRAM

1. Employee Relations Development Department *Talbot*

The work planned for this department is shown in the general outline of work planned as Points 1 and 3a.

General plans for this work are as follows:

- a. Start interviewing Operating Branch employees about February 25, 1929.
- b. Scatter the interviewing so that a few of the employees in all Operating Departments are interviewed before the start of supervisory conferences (March 11, 1929).
- c. Start analyzing employee interviews for unfavorable comments about April 15, 1929.

General plans for personnel:

- a. Secure the chief of the department as early in February as possible.
- b. Secure five interviewers (2 women - 3 men) from the Operating Branch as soon as the chief of the department is assigned and train them for interviewing by February 25, 1929. Start one additional interviewer each week after February 25, until twenty-one (7 women - 14 men) interviewers are secured. The plan is to secure this personnel from the Operating Branch.
- c. Start four analysers (men) about April 15. These should be secured from the Operating and Inspection branches.

(P) can get men
from enough
transfers

2. Supervisory Training Department

Work planned for this department is listed as Points 2 and 3 in the general outline.

General plans for this work:

- a. Start supervisory conferences about March 11, in the Operating Branch, using employee interviews as a basis. Maintain the present organization of groups. Meetings bi-weekly.
- b. Continue present supervisory conferences in the Inspection Branch.
- c. Starting about April 15, analyse favorable comments of employees and prepare material for supervisory development.

Plans for personnel:

- a. Secure the chief of the department at the earliest date possible.
- b. Secure five conference leaders (men) about February 25. This will allow two weeks training period before the start of conferences March 11. Secure these men from the Operating Branch Section Chief and Assistant Foreman level.

Transfer the two conference leaders, now acting for Inspection groups, and have them continue on their present assignments. (These men will train the new conference leaders).

- c. Secure one investigator (man) to start about April 15.

3. Research Studies Department

Points 4 and 5, under the general outline, cover the work planned for this department.

Plans for this work:

- a. Continue with the present program of test studies.
- b. Study of the work in shop departments to determine the advisability and practicability of rest periods. Follow through the establishment of rest periods and measure results.

Plans for personnel:

- a. Secure the chief of the department as soon as he can be decided upon and transferred.
- b. Secure one investigator for the shop rest period job as soon as he can be transferred after the Department Chief is placed.
- c. Four men required for the test study job are already on this work. One of them is temporarily assigned. It is planned to secure this man permanently.

CLERICAL AND STENOGRAPHIC SECTION

Work planned:

- a. Stenographic work in the Division.
- b. Filing and clerical work.

Plan for personnel:

- a. Secure the chief of the section (woman) as soon as possible.
- b. Start three stenographers before February 25. Add one stenographer every two weeks after that date until five additional girls are placed.

PLANS IN CONNECTION WITH SPACE

A tentative request has been made for floor space in an office section sufficient to meet the requirements of the Division when fully established.

Sixty per cent of the total space required in an office section will be needed by March 1. The remaining space will be gradually filled in during the year. If the space required cannot be assigned definitely by March 1, it is planned to move into any available space that may be temporarily used.

Three conference rooms for full time use of Operating Branch supervisory groups will be required March 11. Alternative plans are:

- a. Hold group meetings in temporary space, such as, Restaurant Building, present conference space, etc.
- b. Delay the start of conference training until space is enclosed.

PLANS FOR EQUIPMENT

Furniture will have to be built. The time interval between the order and the delivery is about six weeks. It is planned to place an order immediately and use temporary furniture in the meantime.

Telephones can be secured as needed. Plans are for five additional telephones.

Typewriters and small units of office equipment can be secured as needed.

BUDGET PLANS

The budget required under this plan is:

For salaries	\$108,000.00
For Supplies	2,000.00
For Other Direct Expense	<u>2,000.00</u>

Total \$112,000.00

Approximately \$18,000.00 is now available for transfer to the Division from \$604.

The remainder \$94,000.00 will need to be secured from the work's reserve.

MISCELLANEOUS

There are 830 supervisors in the Operating Branch below the rank of General Foreman. It would be desirable to divide these into three groups and schedule a dinner meeting for each group during February. At these meetings the program could be explained and discussed.

Summary of plans:

Early in February - Secure 3 Department Chiefs
 1 Section Chief
 5 Interviewers
 1 Investigator

February 25, 1929 - Start interviewing.
 - Secure 5 Conference Leaders
 3 Stenographers (adding one each
 two weeks after
 February 25, until
 5 are added).

- Add one Interviewer (secure one additional
interviewer each week thereafter until
a total of 21 are placed).

March 11, 1929 - Start conference meetings in Operating
 Branch.

April 15, 1929 - Start 4 Analyzers
 " 1 Investigator

These dates may be moved forward by adjusting the plans for adding interviewers. For each week the schedule is delayed, one additional interviewer, if the Operating Branch is completed in 1929, must be started with the five starting interviewers, rather than added later in the year. The total of twenty-one would remain the same.

In making these plans, vacations have been allowed for.

Stanley Bracker
Operating Engr.



2-13-29

S. BRACKEN

In almost any line of endeavor if you wish to become highly proficient the usual thing to do is to take a training course of some kind. It does not make much difference what this line of endeavor may happen to be - it may be learning about some of the professions - it may be to learn to play the piano or some other musical instrument -- most anything that you want to become highly proficient in you take a training course at some time.

It was with this idea in mind that supervisory training conferences were established at Hawthorne here a short time ago. I believe that practically all of you have attended these supervisory training conferences and I think it is generally agreed that there has been considerable benefit derived from these conferences.

You can, of course, point out certain supervisors who are considered exceptionally good supervisors that have never attended a supervisory training class. You can also point out good engineers or other men who have risen very high in the various professions who have never attended any college or other educational institution for that particular purpose.

It is possible to obtain an education along most any line through your own efforts, but it is also more difficult to obtain an education in that way. It is possible to become a good supervisor without attending some supervisory training conferences or courses of some kind but most of us do not have the push and ambition necessary to start in on a training course of this kind of our own initiative and stick to it long enough until we had reached the goal that we are

S.B.

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after. It is very easy to start a course in home study and keep it up for a few weeks or a few months and then gradually drop it and in a short time it is forgotten altogether.

So that these conferences were established for the purpose of giving you an opportunity to learn more about your supervisory job, and of course knowing more about your supervisory job it will enable you to progress in the organization.

Now, in general, a supervisor's responsibilities may be divided into two classes. Under "1" we might call the knowledge of the work. By knowledge of the work I mean the routines and mechanics connected with the handling of the supervisor's job. In No. 2 we might class that as "Employee Relations", and it is on this phase of the supervisor's responsibilities, that is, the employee-relations, that I wish to speak to you to-night.

In 1924 the officials of the Company published under ten headings a statement of the Company's employee-relations' policy. Probably most of you are familiar to some extent with these ten headings or ten statements, but I think it would be well to read them over again to-night.

No. 1 of this policy is to pay all employees adequately for services rendered.

2. To maintain reasonable hours of work and safe working conditions.
3. To provide continuous employment consistent with business conditions.
4. To place employees in the kind of work best suited to their abilities.
5. To help each individual to progress in the Company's service.
6. To aid employees in times of need.

7. To encourage thrift.
8. To cooperate in social, athletic, and other recreational activities.
9. To accord to each employee the right to discuss freely with executives any matters concerning his or her welfare or the Company's interest.
10. To carry on the daily work in a spirit of friendliness.

No. 10 is amplified as follows:

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

Now, as I stated before, these ten headings - ten statements - are the Company's Employee-Relations Policy, and of course, one of the things to be considered is, who the Company is as far as our employees are concerned.

I think that as far as I am concerned the Company is the man I work for. He interprets the Company's policies to me -- he directs my efforts -- and I work under, of course, his direction -- and as far as I am concerned he is the Company.

As far as the employees in the Operating Branch are concerned - that is, the non-supervisory employees in the Operating Branch are concerned - you people are the Company and you are of course expected to carry on your relations and dealings with the men and women working in your organization in the spirit of these ten statements of Company Policy.

Now, some time last year Mr. Pennock, who was then Superintendent of Inspection (he is now Assistant to Mr. Rice, that is, Assistant Works Manager) - he was conducting some special studies and he happened onto some conditions which made it appear that the Company's Policy as outlined in these ten statements was not being administered as well as we would like to have it administered.

In considering what steps should be taken to improve the manner in which this Policy was being administered we first decided that we would have to find out in what respects it was not being administered and then through our supervisory training classes effect a remedy.

I believe it goes without even saying it that any supervisor does not knowingly do something which is considered contradictory to Company Policy or which he knows that the Company does not want him to do. The reason he does some of the things that he does is because he does not know the right way to do things or he does not understand what the Company's Policy is -- so that it was felt that the answer to this thing would be secured if we could first find out in what ways this Policy was not being administered as we would like to have it administered, and then through our supervisory training classes pass this information on to the various supervisors.

After some consideration it was decided to try an experiment in the Inspection Branch. This experiment was to be conducted something as follows: Each employee in the Inspection Branch was to be interviewed. In these interviews we were going to attempt to obtain their honest opinion of their supervisors, working conditions, or anything else that might be bothering them.

Obviously these interviews could not be made by the supervisors because many of the things that the employees would like to complain about, and also many of the things that the employee would like to tell that were good about the supervisor, they might be hesitant about saying these things if they were repeating them to a supervisor -- so that it was decided that the best thing to do was to set up a special organization or a special unit in the Personnel Organization and train some interviewers particularly for this job, and to make the interview between the interviewer and the employee absolutely confidential.

We did expect to use, and we have used, these interviews in our training course, but when they come into the training classes, or when they are passed along from the interviewer, there are no names attached to these interviews which will in any way indicate where the employee works, who they might be, or who their supervisors might be. As a matter of fact, if in the interview there is some hint as to who the employee might be working for, the interviewer in writing up the interview will change that enough so that he will not be able to identify the department or the supervisor or the employee.

Now, these interviews, as I have mentioned before, have been used in the supervisory training conferences in the Inspection Branch, and I would like to read just one here which is typical of the information that we obtain in these interviews. They, of course, vary all over the lot and there is probably some comment on every statement in our ten statements of Company Policy; practically everything in there is commented on in some of the interviews. Now, this interview here is divided into supervision, working conditions, and the job. First

is the "dislikes" - and remember this is in the Inspection Organization.

"In the past two months the Sub-Section head has changed. His approach in asking his men to work overtime is better inasmuch as it is no longer necessary to tell him all of your personal business before you can be excused. The Sub-Section head is the type of man who does not attempt to mix with his men. I worked with him about two and one-half years now, and he only speaks to me once in a while. His interest seems to be centered in his work a great deal more than in his men. I don't know whether I could depend on him to go out of his way for me or not."

Under "working conditions":

"They are developing a much-needed system of lighting - one that will be less strain on our eyes."

These comments are not all about the supervisor. There is probably just as much about working conditions as there is about the supervisor.

The Job:

"I sort of like this work, but as I have special training along another line I would like very much to be given more adaptable work. I have asked my section head for a transfer and he tells me I am the first to be considered, but I haven't been up to the Personnel yet."

Under "Likes" under "Supervision":

"I get along swell with my gang boss. He is a fine fellow. He seems intelligent and he has the proper spirit with the men. If a man is working for him and he slips on a job he has a way of cheering him up and at the same time he tells him to do better on the job next time."

Working Conditions

"The Company thrift policy has done me plenty of good. I never could save any money, but since I started now and they take it from my pay I never miss it any more. I think the Company's safety and accident prevention policy is really wonderful."

I read that to you just to give you an idea of some of the things that are covered in some of these interviews, and I think you will all agree that there is not anything particularly outstanding in there that would make you think that that employee did not give us an

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honest opinion -- and I think that if you were to read over these interviews which we have received in the Inspection Organization that you would be convinced that the majority of the interviews were honest, -- that we did secure the exact thing we were after, -- that is, the employee's honest opinion of the supervisor, working conditions, and his work.

At the present time all of the non-supervisory employees in the Inspection Branch have been interviewed. Some of the gang bosses (I don't believe all of them, but some of them) have been interviewed, and a few of the employees have been interviewed a second time. The idea of starting off so soon on a second interview was to find out how much difference there was between the first interview and the second interview, and the difference is quite marked, -- and from the few second interviews which have been obtained it appears that there has been a real improvement in our supervision as far as the employee is concerned.

Now, let us consider for a minute Point No. 10 in the Company's Employee-Relations Policy, that is, to carry on the daily work in a spirit of friendliness. There may be considerable question as to what a spirit of friendliness is. I could go to some length telling you what I consider to be a spirit of friendliness in dealing with your people, and I might be very wide of the mark.

Before we can determine what is a friendly spirit we must know what the employees consider unfriendly and what they consider friendly, and in order to get that information we must get it from the employees' viewpoint. Your viewpoint and my viewpoint may be entirely different from the man at the bench. He may have entirely different ideas about being friendly and unfriendly from what our opinion is.

Now, as a result of this experiment in the Inspection Organization and on account of the excellent results which we feel has been obtained from this interviewing plan, it has been decided to extend it throughout the Hawthorne Works Organization, and as a second step in this plan (remembering of course the first step was due to the experiment in the Inspection Branch) it has been decided to interview all employees below the supervisory rank and probably part of the supervisory rank, that is, up to a certain level, once a year.

We don't know whether we will get to it this year or not, but we hope to get to it this year, and the plan is to interview each employee once a year. As was done in the Inspection Organization - the Inspection Branch - these interviews will be strictly confidential. They will not be used in any way as a check on how any particular supervisor is treating his employees. We don't want it for that purpose. We want this information to use in our training conferences, and as far as any of us know - as any of the supervisors know - this may be an interview taken from somebody outside of the plant. As far as they know it may be something just made up, - that is, they will have no definite proof where it came from. All they will know is that the interviewer handed this thing over as something they got from some employee - not any particular employee - some employee - here at Hawthorne, and I can assure you that these interviews will be kept strictly confidential as we have agreed to, and they will only be used for the purpose for which they are intended, and that is, the training purposes in our supervisory conferences.

To start with, the personnel required for interviewing and

also the personnel for carrying on the supervisory conferences will be drawn from the Operating Branch, or practically all of them will be drawn from the Operating Branch. They will be headed up in the Industrial Relations Branch until such a time as the plan is actually working. There will be a large number of questions come up about what we should do - how it should be handled. There will be some work to be done in training interviewers and conference leaders, and it has been thought best to centralize that for the Hawthorne Works in the Industrial Relations Branch. After they have worked out this plan - have practically all the questions settled - and it is on a working basis - the personnel who are doing this work will be turned back to our own personnel organization and from then on we will conduct our own interviews and our own supervisory training classes.

In conclusion I would like to point out that this plan which we are going in for is a radical departure from anything we have done here at Hawthorne before. It is being done for the same purpose as many other plans which have been inaugurated, such as our benefit and vacation plans, our thrift plan, our A.T. & T. stock purchase plan, and pension plan, etc., and it is done to improve the relations between the employees, and to improve, of course, and benefit the employees.

We think the supervisors and non-supervisors will both get something out of this interviewing plan, and the supervisory conferences will, of course, improve the morale which we have here at Hawthorne, and with the improvement in morale of course the Company is greatly benefited.

Now, Mr. Pennoek, who inaugurated this plan, is here to-night,

S.B.

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and I am going to ask him to give us a few of his thoughts on this subject.

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S. BRACKEN

It is planned to start interviewing the latter part of February. The classes will start in March - that is, the supervisory classes or conferences, whichever you wish to call them. There will be a class for each supervisor once every two weeks and these classes will last approximately two hours.

When we finish up what we get out of these interviews we may go into some of the other things along the line that you have taken up in this year's conferences, such as the mechanics and routines of your job, - but at the start at least it will be on the basis that we have talked of to-night.

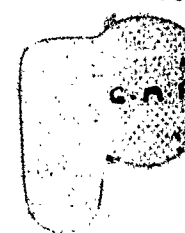
Now, as I have told the group that was here last night - I have done quite a good job for you. Monday night when we had the night crew in here Mr. Rice came in and he sat down at the back of the room and I asked him whether he would not say something to us, and he said: "No, I am just going to sit here and listen." So to end up the evening I called on him anyway, and then after the meeting I told him he had committed himself and that he would have to attend both of the other meetings, and that he would also have to say something -- so he did last night and I am sure he will do so again to-night.

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S. BRACKEN

Mr. Putnam has done considerable work on this plan in the Inspection Branch and he is going to handle this study and place this plan into effect for Mr. Beal, and we would like to have Mr. Putnam say a few things to us.

G. A. Pennock
Asst. Wks. Mgr.



2-13-29

G. A. PENNOCK

I have been through this plan in the Inspection Branch and I did want to say just a word to you - perhaps more in the nature of emphasis. I think Mr. Bracken has explained satisfactorily what the plan is but I might be able to emphasize one or two points and perhaps give you an answer to a question that some of you may have as to why so much attention on this question of employee-relations. What is it all about? Why is it worth spending so much time on when you have so much else to do? Right now you have a lot to do.

Perhaps a little arithmetic would bring out that question clearly. You know, of course, that a manufacturing plant consists of some buildings, machinery and tools, grounds, and what not, plus some employees. That constitutes a manufacturing plant. Now, there is invested here at Hawthorne in the tools, machinery and buildings, approximately \$70,000,000. It is the plant investment.

You can also make a statement as to the investment in employees in this way: Suppose you are carrying home \$2400 a year to your family. You can state that in terms of investment; in other words, if your family had \$40,000 invested at 6 per cent, the interest would amount to \$2400 a year, which is the same as your salary, for illustration. In other words, you represent to your family an investment of \$40,000.

Now, if you go a step farther and figure the investment which would return the total salaries paid at Hawthorne, amounting to about \$50,000,000 a year, I think you will find that it would take about

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\$800,000,000 invested at 6 per cent interest to return the \$50,000,000 pay roll; so that what we have in reality is an \$800,000,000 investment in employees, if you care to state it that way, and roughly, a \$70,000,000 investment in Plant. These are the tools with which we carry on our business.

Now, from these figures does it not appeal to you that the \$800,000,000 investment in employees is worth some consideration? You know as well as I do that if you mistreat a machine or a tool - if you fail to oil the machine - or treat the machine roughly - the efficiency or output of that tool or machine drops off rapidly. Now, perhaps you haven't considered that the efficiency of the human being drops off just as rapidly, if he is mistreated, as the machine or tool. I am not sure but what the efficiency of a human being drops off more rapidly than a machine or tool - and one of our jobs here - perhaps the biggest job we have - is the handling and treatment of human beings - our fellow employees.

So that if you admit that the mistreatment of employees is just as disastrous as the mistreatment of tools or machines, you can readily see that the subject of Employee-Relations is worth all the energy and time we can put in on it.

We have tests made right here at Hawthorne, and there are other tests which have been published which were made elsewhere, which show conclusively that the efficiency of a worker goes up and down in proportion as the mind is free from worry or full of worry. We can show you figures made right here at Hawthorne showing where we had an accurate control record of the output of certain employees

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engaged on fairly simple work showing that on those days when the employee was worried about something (it might have been home conditions or conditions existing here at the Plant) the output dropped off rapidly. On other days when that same employee was feeling contented and happy - had no worries - the output went up. There is no question but what that happens.

Now, that being so, I think you will admit that it behooves us all to pay more attention and put in all the thought that we can to eliminate from employees' minds as much of the worry as we can - and there are a lot of things that we are finding out that he worries about that we did not know much about - and many of these things are easily fixed.

We find from these interviews that employees in general don't want a lot. They are not unreasonable. They don't want to be coddled, but they do want to be treated like human beings for some reason or other. That is about all they ask. They realize they have to have somebody to supervise them but they don't want to be treated like slaves. They don't want to be treated as though they have no brains whatever. They simply want to be treated as we want to be treated. They want to be dealt with in a human sort of a way.

Now, the confidential nature of these interviews. Mr. Bracken, I think, gave you considerable information that these were confidential - and I can assure you that when we say confidential we mean it. There is not a supervisor in the Inspection Branch to-day (although we have interviewed some 1500 employees) there is not a supervisor in the Inspection Branch to-day that knows he was involved in any interview.

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He does not know what the name of any employee is and he does not know who the employee worked for. We have kept our agreement 100 per cent.

This is not any system of spying on the supervisor. It is a plan for finding out first-hand what our employees think about; what they think about us; what they think about the building; the light; all sorts of things that affect their daily life here at the Plant; and the only use we are making of it is to help to make your job easier through a perusal of these comments and discussion of them, and the arriving at decisions as to what was wrong with some of our supervisory methods.

There was another question raised rather frequently early in the game, which is this: Somebody asked, "Supposing some employee tells you a pretty long tale of woe about how his supervisor mistreated him. Is it fair to take that interview without giving the supervisor a chance to tell his side of the story?"

The answer to that is very simple if you take the use to which it is put. There is not any unfairness to it because, as a matter of fact, since we do not know who made the complaint, and since the interviews are only used for the proper discussion of supervisory methods. A story that we might get which is all right may not have any particle of truth in it - still it might have in it a subject well worthy of discussion. It may not happen to that employee but it may be just as valuable for discussion purposes as any bona fide story.

So we do not care if we do get some phoney ones. We probably have got some - maybe many of them - but it does not hurt the plan. They may be of more use to us than some of the true stories we get.

This plan is not in any way an attempt to criticize supervisory methods that you as individuals are using. We appreciate that you have a lot of real problems in your daily life. You have to deal with some queer people at times. You have some hard-boiled ones, and some that would not be satisfied with anything, perhaps. I don't think that there are so many of those. There cannot be. But we do appreciate that you have a real job to do, and as I look at this plan we are convinced that it is going to make your job easier.

I think you will agree that if you had a group of people pulling for you 100 per cent - they thought you were fair and square with them and treating them like human beings - that you would not have to spend nearly as much time with that crew watching them 100 per cent of the time, and they would not be ready to cut corners whenever they were not being watched.

So in that way we are convinced that this is going to make your job not only easier, but more congenial. I think you will enjoy your jobs better.

Now, we are getting lots of things in the interviews that you cannot correct. We are getting comments about conditions throughout the Plant, such as, heating and lighting, - and these you cannot correct. We have to do something about them. So it is not all supervisory questions that we have coming up. We are getting all kinds of questions.

I think that after you have started to attend these conferences where these interviews are the subject of discussion, you are

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going to find them intensely interesting. It has proven so in the Inspection Branch. The supervisors come up and wonder what the interviews are going to bring up to-day. This makes the conferences intensely interesting and much more pleasant than a dry course if you were not looking forward to so much glee.

Now, in closing, I want to show you this: that we put a lot of thought on this plan before we started to operate in the Inspection Branch and one thing that worried us was the possibility that supervisors might think that we were going back of them direct to the employee to get some information about them (about the supervisor). That is what they are doing, but as has been explained, the method of handling it is not going to embarrass you, and we only started the plan after we were thoroughly convinced that we were not going to affect your standing with your people, only we expect to make it better. We understand that it would be futile to try to raise the morale of the man at the bench and break down the morale of his supervisor.

If you fellows are the leaders of the 25,000 or 30,000 people at Hawthorne (I don't like to call you bosses - I don't like that name. I don't think we need any bosses at Hawthorne, anyhow.) If you consider yourselves leaders and act on that basis, you will find that life will be quite a bit more cheerful.

So as I said, we convinced ourselves that there was no danger of affecting your standing. We knew that that just could not be done. It is your morale that governs the morale of the people working for you and I am sure that after you get further along in this and learn

G.A.P.

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more about it and see how it works out that you will agree with us
that the supervisors in the Inspection Branch tell us as they do that
the plan is working out for your benefit fully as much as for the man
on the bench.

H.C. Beal.
Sept 7 Ind. Rel.



2-13-29

H. C. BEAL

I think Mr. Bracken "slipped one over".

I am not going to make a speech but I would just like to cover two things. (I thought it was two but I want to make it three now; I want to hear something about the good things).

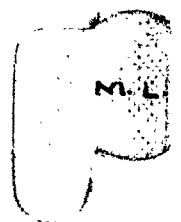
In the first place, I am glad to say that I am here even though Mr. Putnam and myself are members of the Industrial Relations Branch. While this job is being developed we would like to be considered as members of the Operating Branch, too.

As both Mr. Bracken and Mr. Pennock said, the reason the Industrial Relations Branch is in on this at the present time is in order to assist in developing a uniform plan for the entire Works. I think the reason and desirability of a uniform plan is obvious.

Now, as we went along in the Inspection Branch a lot of questions came up and a lot of things were learned about better ways of doing the job. The conditions in the Operating Branch are different in many ways from the conditions which existed in the Inspection Branch, so it goes without saying we are going to learn many more new things about the job as we go along in the Operating Branch.

Now, if we in the Industrial Relations Branch are going to develop the most satisfactory plans to be used throughout the Works, we are going to have to depend on you fellows in the Operating Branch to give us full advantage of any criticism or any suggestion which occurs to you, and I want to conclude by extending to all an urgent invitation to come forward with any suggestions you have at any time as this job goes ahead.

M. L. Putnam
Ch. of Branch Lin.



2-13-29

M. L. PUTNAM

Mr. Beal spoke of some of the problems that we have to work out in connection with this for the Operating Branch that differ slightly from those that we worked out for the Inspection Branch. I know that all of you fellows and girls have a lot of problems of your own but if you have any spare time, or get a chance to think of any solutions to those we are working on, we would be awfully glad, as Mr. Beal said, to get your comments and your thoughts.

Just now we are wrestling with a few things like these: How are you going to interview a man who works in a noisy department where it is pretty hard to talk to him? How are you going to compensate employees so that they won't lose any money - so that their earnings will be the same even though they take a little time from their job to tell us the things that are on their minds? There is the question of interviewing the night people. There is the question of working out a plan that will give to us comments from employees who want to talk to us many different lengths of time; for instance, employees who work in chains where their presence in their crew is necessary. We realize that we cannot take an employee out of a chain or gang where he is working on some progressive system without bawling up that system somewhat. Well, there are a few other problems, but that will give you an idea of some we are working on. If any of you have any suggestions to make we will be awfully glad to get those.

I know some of you are asking yourselves, "I wonder just how this is going to affect me?" - and I thought probably that I could help you a little with that by giving you the comments from some of the

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supervisors in the Inspection Branch who have been through the program and tell us how the plan affected them. We interviewed a few of the supervisors - about sixty or seventy - something like that - after we had completed the interviewing of employees, and after these supervisors had had a chance to discuss some of these interviews in their conferences; and in addition to asking them about the things that they liked and disliked about their supervision, about their working conditions, et cetera, we asked them a number of questions. We asked them, for instance, if the plan had been embarrassing to them in any way - and they answered to a man, that is, every one of them gave us the answer that the plan had not been embarrassing to them in any way - and some of them went a little farther and told us how the plan had helped them out considerably.

We asked the supervisors if they felt the employees were in favor of it, and in connection with that question they told us some things which were very interesting. One thing they said was they noticed the employees seemed to feel so much better after they had a chance to get some of the things off their chest that they were thinking about. And that thought from the supervisors, coupled right in with things the employees themselves had told us. We had quite a number of employees who said, in giving their thoughts to the interviewers, something like this: "Gee! I feel so much better after having an opportunity to tell you how I feel about things."

We found that the supervisors were one hundred per cent. in favor of the plan. They suggested that employees ought to be interviewed at least once every year - that the plan had not been embarrassing to them in any way, and made their job easier. And many of them commented

MoL.P.

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upon how interesting their conferences were and how much more they got out of their conferences on the interview basis instead of on the basis that we had before, as you fellows know, - you have been in on these conferences where we discussed a general subject, such as cooperation or safety or something like that.

I would just like to emphasize the thought that Mr. Beal gave you, and that is, that you are invited to give us your comments - your suggestions - as we go along. I hope all of you don't come along at the same time, but any of you who have something to suggest to us - we would be awfully glad to get it even if you just call us on the phone and give it to us over the wire.

C. L. RICE

I have no doubt that you fellows wonder what it is all about. You are in here working - some of you have been working here for many years - and you had your schooling years and years ago - and this business of sending you to school don't look so good. It makes you wonder what we are all coming to, anyhow. Starting to teach us now on primary school stuff and perhaps carry us through college - you don't know. Well, the reason is that we are trying to carry out that No. 5 in the policies of the Company. That No. 5 is to give employees the opportunity for progress.

When we started to analyze this situation four or five years ago we realized that we were asking our supervisors at Hawthorne to do a good job of supervision, but when we stopped to analyze what that meant we found that we did not have very good results ourselves, and we found that good supervision may be something that is pretty nebulous - and when we talked to a fellow about whether he was a good supervisor or not we really did not have very much background to prove to ourselves what the job was we wanted him to do -- and bearing in mind we had this responsibility on our shoulders of giving the worker an opportunity to progress, we felt we had to do something about it, and we started on these series of conferences that you fellows have been drawn in on now, which are designed to do just one thing - to give you a better background on which to do your job.

Mr. Pennock gave you some figures, and one of the figures he gave you was \$70,000,000 invested in Plant. Of course I am willing to admit to anybody that we have a fine manufacturing institution at Hawthorne. As a matter of fact, it is not very hard for me to argue that

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we have the best manufacturing institution in the world almost, and the thing that makes it the best manufacturing institution - the thing that makes us proud of it - the thing that makes us feel that there is nothing in the way of a manufacturing job we cannot put over - is the morale we have in the institution.

Now, when you analyze this morale thing it goes right down to the individual worker. You have a satisfactory morale - satisfactory spirit - just so far as you are an individual contented and satisfied, going after the job. So that when you analyze the responsibilities of the supervisors at Hawthorne, the major part of it comes right down to the responsibility for maintaining that morale that we have in the institution. This thing that has been explained to you to-night which is going to be started in the Branch is just another way to make the individual worker - another way to make every employee in the place - feel that he is a real part of the institution - of real value here -- and make him think that he is going to get everything that is coming to him from everybody he comes in contact with.

Mr. Pennoek or Mr. Bracken (I don't know which one -- I guess it was Mr. Bracken) pointed out that you fellows are the Company. It is not me - it is not the Board of Directors at New York - it is not the President - it is you. You fellows represent the Company. You are the Company as far as they are concerned. It is to you that they have to look for fairness. It is to you that they have to look for everything that should come to them from the management of this place -- and this plan that is being launched is just another aid to you, just another help to you, in performing that part of your job better.

You don't have to stop to think very long to realize that we have been through some pretty serious changes here at Hawthorne in the last two years. We have transferred large parts of our job to Kearny. We have that shop in operation now on a big scale. Our job is bigger than it ever was before on what is left. The transfer of work to Kearny has involved many problems which some of you are familiar with, - problems that call for tact, judgment, fairness, consideration; and you are going to have many problems to face in the future just as hard. The growth at Hawthorne is going to go on at a more rapid rate than it ever did before. We have to split off more jobs and send them down to Kearny and send them down to Baltimore in order to provide means here to handle the work that is left to us. That thing means that you have more problems on your back or will have more problems on your back each year as times go on than you ever had before.

This plan that has been launched is one which is going to give you a chance to find out something that is pretty hard to find out - and that is - how you look to other people. You know how impossible it is to know how you appear to other people - how impossible it is to be sure that the things that you do and the things that you say create the impression that you would like to have created. This plan is going to place a mirror up before you so that you can see yourselves as the employees in the place see you -- and if it is not going to help you in doing a big part of your job, - that is, maintaining the morale and friendly spirit of the institution, - I don't know what will. And when you look at the possibilities in front of us I can tell you right now there is going to be opportunity for all the growth you can

C.L.R.

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get in your system for every one of you.

If you can grasp this new tool that is put in your hands and use it to the best advantage it is going to be a lot of help to you and I am here to wish you all the luck in the world in making the best possible use that you can of this thing that is being given to you.



December 24, 1928.
Inspection Branch
L-439-216

DISLIKES

Supervision

"I won't say anything against any supervisor any more. The last time my section head talked to me was raise day. He told me that my job wouldn't pay any more. I'm a checker, but I can't ask any of the supervisors around here anything because they can't answer me and yet the work I do is comparatively simple. I know there are two supervisors around here who have to ask the simplest questions and I know they take chances because I find any amount of trouble.

There are a lot of little things that bother me. For instance, I worked about fifteen Saturday afternoons in a row. About two weeks ago, I had to refuse because they asked me so close to quitting time, then they asked another fellow who had been off about half the Saturday afternoons and he worked. They gave him a chance to work Sunday on double time. I don't think that is right. They just don't want to remember that I had worked fifteen Saturdays in a row.

I don't think the supervisors go around enough to see if the fellows are working. That is, they don't observe what the men are doing. I don't think the efficiency tells that story, because there is too much cheating. I believe, if they would only look into that, they would find out something."

Working Conditions

"I think we ought to have our windows open around here all at one time. As it is, we can't open any because if we do, someone wants them closed. This is a bad place because of the smell of acid at times. I would rather go to the next building to get a drink of water than to drink out here when that smell is.

I suggest that the Hawthorne Evening School would go a little slower. I feel I would have gotten more out of it if I had been able to go twice a week.

I feel that maybe I'm in bad because I owed a fellow here, some money. I did not have the money to pay him back and he took me up about it. Mr. ----, a lawyer of the Company, arranged that a payment should be taken from my pay envelope. I know I really should have paid it and I'm sorry I did not and I believe that instance is holding me back. It looked so bad at first that I thought I would lose my job."

The Job

"I never could make the bogey, but they never could find anything

December 24, 1928.
Inspection Branch
L-439-216

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wrong with my work. They did not talk to me much about it, but they did tell me if I ever expected to make any money, I would have to bring up my efficiency, so I guess it's my own fault if I don't get ahead. I think I ought to get more pay even tho my bogey is low, because my work is better."

LIKES

Supervision

None

Working Conditions

Other than above - favorable.

The Job

"I am satisfied with this job."

COMMENTS

This man told me that he was having difficulty in expressing himself and I asked him why. He told me he guessed it was because he was "nuts".

December 24, 1928.
Inspection Branch
L-440-441 .

DISLIKES

Supervision

"My former section head was not so well liked. He had an idea that a man being paid for 8 3/4 hours work, he should sweat all of that time and never even move away from his work and he would suspect anyone who had any business to attend to when talking to anyone just the same as he would the men who really played and kidded around and he showed very little appreciation even if you extended yourself to do more than you really should. He gave you to feel you should do all you could - that that was your duty."

Working Conditions

None

The Job

None

LIKES

Supervision

"I think the group head is somewhat in his line of business. He is quite friendly and polite and he answers questions correctly and in such a manner that it can easily be seen. He is not a driver, but he lets you understand how long any certain job should take.

The section head knows his business and what he is talking about, but he does not go into things as deep as his group head. He seems to feel that is the group head's duty. He does not become sarcastic, but he tells us to see the group head and when we ask too many questions, he tells us to see the group head because he is really better acquainted with the details.

I have more or less dealings with the department head and I find he is more or less appreciative toward his help. He seems to please everybody more than we have been pleased with any previous department head. He is somewhat short in his ways, but he is friendly, still not to the point where he jokes or kids around with his help. He is well respected by all of his men."

Working Conditions

"Our place here is a place in comparison with the places I must

December 24, 1928.
Inspection Branch
L-440-441

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visit on the outside, especially so as to cleanliness and to sanitation and a lot of those places are all right to work in, but only to them, who have never worked in better places such as this is.

I like the A.T.&T. stock plan for employees to save. It gives us a bargain while we are saving and I feel every man should adjust his living expenses so that he can do some saving."

The Job

"I think my present job is better than anything I have ever had for the reason I have been given some responsibilities. It isn't only a matter of getting work out, but to do it right, to use my own judgment and to get it out myself. I am satisfied with the progress so far. I feel I am underpaid for the work I am doing, but I expect they will adjust that next June."

COMMENTS - None

December 24, 1928.
Inspection Branch
L-441-231

DISLIKES

Supervision

None

Working Conditions

"This lighting system is pretty poor because these bench lights are not adjustable enough and are often in the way. I also think a plain glass window would allow more light to come in.

This heating is not so good. I thought we would freeze yesterday the way the cold came thru these windows. These radiators are warm, but they are not hot enough to heat this building.

I feel we need some real equipment for our work and we need it badly. I know the section head is doing all he can to get this stuff, but he can't get any action. I know we could cut our time four or five times if we had the proper equipment. I think we can show the Company where we can save it a lot of money."

The Job

None

LIKES

Supervision

"I think the section head is a very fine man and he is very suitable for the job he holds, if not for a higher job. He handles his employees very nice; he gives them advice and shows the men the right way. He handles his work in such a manner that it goes out in the proper way.

I have always had wonderful supervision and I have always gotten along. I took a training course here and I have always been shown and taught in the right way and I have never had any words with any supervisors."

Working Conditions

"I think this chance for employees to buy A.T.&T. stock is one of the best things we have here. It has helped me plenty. It is so convenient and after awhile you learn not to miss the money and even if you should need it, you can always get it."

I think the Hawthorne Evening School is just the thing for any man who is looking for an education. They give you examples so that

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Inspection Branch
L-441-231

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you can learn quickly and easily the principles of the job."

The Job

"I like this work very much. It is my job and I am interested in it. I like it because there is a lot of development work in connection with it."

COMMENTS - None

December 24, 1928.
Inspection Branch
L-442-231

DISLIKES

Supervision

None

Working Conditions

"I think ventilating this place for a few minutes every hour as we did last Winter, was a good idea. However, this Winter they seem to have forgotten the ventilation.

Yesterday it was so cold here, but I guess they can't adjust the heating so correctly to keep it warm because today, it seems real comfortable again.

I don't think this lighting serves its purpose at all. Such lighting as in building 37-4, I feel would be ideal. When we have dark days, it is almost impossible to see and it is such a terrible strain on the eyes.

I would like very much if we could have school credits while attending our Hawthorne Evening School courses.

I think it would be a greater incentive to allow the employee to save in the same way that they do now, only that they could pay on one share at a time. In that way, we could pay up a share more quickly and because he would see his gain, it would provide a better incentive.

I think this place is very dusty and that we are forced to breathe in a lot of dust, especially when the porters sweep. They use wet sawdust, but they seem to stir up a lot of dust anyway."

The Job

"I told the assistant superintendent, when I completed my five year service, that I would like to get acquainted around here in some of the other inspection departments, that I would like to take the students training course. He later advised me to take up a certain study here."

LIKES

Supervision

"I could not complain of my section head in any way, at least for the time being, he allows us to do the work pretty well as we see fit. He does, however, give us a general outline of what to do and how to do it. I think he is rather friendly and he tries to be nice. He is

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reasonable in what he expects of his men. He knows just about how long a job should take and we can take that long if we do a good job."

Working Conditions

"I admire the policy of the Company in training the employees on safety and health. I realize it's about 50% for the Company on interest that we also get 50% of the good.

I wish they would have forced this employee buying A.T.&T. shares when I first came here. I learned all about it about three years ago, when they held these educational lectures here at work. I signed up at that time and I feel you surely get good returns on your investment and it is made so easy for you too."

The Job

"I like this job all right. I think I have been treated fairly in this organization and I feel the outlook is good."

COMMENTS - None

December 26, 1928.
Inspection Branch
L-443-331

DISLIKES

Supervision

None

Working Conditions

"I think we should have better lighting for this close work. There are too many shadows and the eye strain is bad. To do the work right, ~~it is really~~ it is really too much I think.

It is pretty cold here. I guess it's because the doors to the bridge are left open all the time. We don't seem to be able to get any heat up in this corner.

I think we ought to have some kind of circulating ventilation system that would furnish ventilation without a draft.

They keep this place pretty clean, but the employees sure do not do their part, especially in our toilets."

The Job

None

LIKES

Supervision

"The section head is all right; he suits me fine. There are times when he bawls us out when we deserve it, but when we do a good job, he appreciates it. He is about as good a boss as you could have around here. He seems to have a way about him that he doesn't mean to drive you, that he can get the work out and he can keep the men from stalling. He seems friendly. The fellows all seem to like him. He never passes funny remarks about his men like some bosses do, but you have to do the work for him. He has to use a lot of good judgment and be reasonable on this job, in fact, we all do."

Working Conditions

"I guess if the Company did not offer us each a good means of investment, there would not be so many of us who would be able to save."

The Job - "I like this work very much. There is a lot of variety. We never have the same thing over and over. I'm well satisfied for the present, but if I thought I never would get any further, I would not feel so satisfied."

COMMENTS - None

December 26, 1928.
Inspection Branch
L-444-331

DISLIKES

Supervision

None

Working Conditions

"I don't think much of the lighting. This work is strenuous to the eyes because of insufficient lighting and the lighting is not in the proper place.

On my former job, I was a gang boss and my gang worked on bogey. It was all right as far as quantity is concerned, but you don't get quality and quantity."

The Job

None

LIKES

Supervision

"I'm well satisfied with my section head. He is a good leader and I place a lot of confidence in him. He is honest and upright and he shows no partiality; he is quite friendly. If he has occasion to bawl us out, he is quiet about it; he calls the men aside and explains and helps him to overcome his difficulty. He is reasonable; he knows what can be done and what to expect from all of us."

Working Conditions

Other than above - favorable.

The Job

"I like this job real well. There is always something new and I have always been interested in this sort of work anyway."

COMMENTS - None

December 26, 1928.
Inspection Branch
L-445-331

DISLIKES

Supervision

"I could not get along with my former department head. I think he just didn't like me and he let his personal likes and dislikes get away with him. He showed partiality among his help, he seemed always to be watching me, but he never spoke to me - that made it very hard for me and I couldn't do the work right to suit him. I understand this supervisor has since left the Company. However, I think the Company done well with him and gave him quite a number of chances. He surely was hard boiled, especially at times when he had something "under his belt".

Working Conditions

"This is very poor lighting. We get good lighting when the sun shines and we get that only where the sun can shine. You can never do any close work after dark with the artificial light that is furnished.

It isn't warm enough. It should be a good bit warmer here. Once in awhile, the doors to the bridge are left open and that lets in a lot of cold. It looks like this room cools off faster than it can be heated.

We have no ventilation at all here. All the windows are closed and you can't open any because it will cause a draft.

I don't think we could use hogey on this work. I had it on my other job and I didn't like the extra work connected with it at all. I guess that is changed now and they are doing it different."

The Job

"I am not contented with the wages paid me for doing this work. I feel that I am just as capable and efficient in handling this work as these other fellows and they all get more pay than I do. One fellow here I know gets six cents an hour more than I do."

LIKES

Supervision

"I think my section head is very good and he treats all of us fair. He is just as willing to listen to your side of the story as he is to have you listen to his. He is cooperative and a leader. If he sees that you are in a hole, he is glad to help to show you and to explain how to avoid such cases. He is friendly and even if it becomes necessary

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to bawl you out, he does it in a gentlemanly way. He is always open to any kind of a discussion, whether it be your work or your personal welfare."

Working Conditions

Other than above - favorable.

The Job

"I like this job very much. It gives a man a variety of work and it's a type of work I believe that I am inclined to like."

COMMENTS - None

December 26, 1928.
Inspection Branch
L-446-331

DISLIKES

Supervision

"I did not like one of my former section heads. He took me off a good class of work and put me on a poorer job. He was a new man and I saw no reason for his changing my job. He also transferred me to still another job. He must have held some petty thing against me, because I did not know any other reason. He also seemed to show a great deal of partiality and especially in who he selected to work overtime."

Working Conditions

"This lighting here is "lousey". Right here where I work, there are no lights at all. It is impossible for me to work at all at my place after 4:00 o'clock.

It is cold and drafty when the doors to the bridge or the elevator are left open.

I don't think the washrooms are really clean. The employees throw paper all around and it isn't well ventilated."

The Job

"I think I am worth more money because I am doing as much work as some of these others who are getting more money. I probably should not be saying anything since I got a six cent raise."

LIKES

Supervision

"My section head is all right and he treats me right. Once in awhile, he criticises us but he does it in a nice way and he tells us how to do things better. He is a leader; he doesn't like to stand over you and shout how to do a thing. He comes in and helps and he shows you in a real cooperative spirit. He is willing to listen to our story and he takes our word for it and considers what we say. I guess he really expects a little too much of us, especially on the new job. I sometimes think that he does not allow us enough time."

Working Conditions

"Other than above - favorable."

The Job - "I like this work fine. The job is not always the same thing and you have to use your head. I have had quite a few chances around here and I have taken full advantage of everyone of them."

Comments - none

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try to carry out his orders and he always seems to be reasonable with me. He is quite strict, he feels if a fellow wants to do a conscientious job, he must stay at his place all the time. He never finds it necessary to become disagreeable with me to do this.

The sub-section head is a mighty good man. He always acts nicely. He visited me when I was out sick and he always deals with us in a very gentlemanly way. He never "high hats" his men. That is, he will recognize them always and anywhere."

I have talked to the section head a few times. He seems to have a very nice personality and we always get along pretty nice with him."

Working Conditions

"The working conditions around here makes it very comfortable for the employees.

The welfare did me a good turn when they loaned me money. I couldn't have held my property without it. When I become so hard pressed, the Company also assisted me greatly in disposing of my property. I had tried for over 1 1/2 years to get rid of it myself, but I couldn't get a buyer. My case came up to the Company's attention when after ten years service, I saw our former superintendent, Mr. Robertson. He gave me advice and help."

The Job

"I am satisfied with this job as far as the work is concerned. I appreciate I was given a good break by being put on this job to help me get strength after my sickness."

COMMENTS - None

December 26, 1928.
Inspection Branch
L-448-154

DISLIKES

Supervision

"I did not like my previous section head; he seemed to be very partial. I got along with him, but I did not talk to him or have very much to do with him. One time I had to leave on a Saturday afternoon preceeding my vacation in order that I might attend a graduation exercise. I asked the section head for this Saturday morning off. I told him it wasn't necessary for him to get my pay before leaving and nothing was said about whether I would be paid for the Saturday morning, but I am a weekly employee and I really expected to be paid as I had only 1 1/2 days absence in the 1 1/2 years previous. I know the Company policy on absences before holidays or vacations, but I also know that others did receive their pay. When I came back the first two weeks I got my full pay, but on the third week, I was docked for the 1/2 day I missed that Saturday morning. I didn't think that was fair and it was a small trick."

Working Conditions

"The heating is bad because of the cold draft coming in from the bridge. I think they should take a weight off of that fire door, so that it would close by itself.

Another bad thing is that we, although working on a weekly roll, must come in at 7:30. They put up an argument that we are so closely related and dependent on the shop, but I know some other organizations more directly related than we are and they come in at 8:30 o'clock. Take the Operating Results' men - they come in at 8:30 o'clock. They also "knock down" a lot more money than we do here.

Here is another thing that should be settled sooner or later and that is that some of this department comes in at 8:30 - that should come to a show-down.

I have been told you are allowed one month leave of absence for every year of your service. I was out about one month more than I was entitled to, but considering that I was away from the Company because of very serious home difficulties, I feel as though I should report it to see if I can get continuous service for the five years that I had previously put in."

The Job

"Our bogey is all right. In one sense I think we all do more work than we ever did. I never got a raise since we had this bogey and according to the curve, I suppose it's almost impossible for me to

December 26, 1928.
Inspection Branch
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merit an increase. Considering this, I don't feel so good because I can't expect to get any raises. I have heard though that if three men make efficiencies of 140, 150 and 105%, they all get about the same raise because they feel that the higher operators are passing our work and there are many strings left behind."

LIKES

Supervision

"I think the section head is all right. I don't see that he ever gives anyone any more than he does any other fellow. He treats us all alike. In my dealings with him pertaining to Company business, he treats me all right. I have never heard him make any ugly remarks at anyone. It seems he would much rather help his fellows out and not make a big spurge about it when someone is around. He may have his faults but I think he is fine in his general dealings. He will give a man a fair break."

Working Conditions

Other than above -- favorable.

The Job

"This job is all right. It is interesting and pleasant work. I don't think there is any better work around the shop than right here."

COMMENTS - None

December 24, 1928.
Inspection Branch
L-449-634

DISLIKES

Supervision

None

Working Conditions

"These little bench lights that we plug in are sure good, but otherwise the lighting is poor."

The Job

"Right now on this job, we have to swallow a lot with this rush and working a lot of hours. I also feel this job is underpaid considering the responsibility of the work and comparing it with other jobs."

LIKES

Supervision

"My new group head is all right and he is on the square with me. He sees to it that we do our job and if we get out of line, he gets us back to it, but he does it all nicely."

The section head as far as my dealings with him are concerned, has been all right; he is a good fellow. Of course, there are two ways of taking that - that he is too generous and one that he is showing partiality, but he is neither that I can observe.

I have had previous service of seven years to this present nine years and all that time, I have had reasonable and agreeable supervision. I feel that when I quit, I made a real big mistake."

Working Conditions

"These little Safety Worker booklets will give any man good hints on safety if he will read them. I have had to get my copies through our Operating Department. I guess the Inspection didn't pass out enough."

This bogey is a good idea providing that the bogey is reasonable. There are a few bogeys that are impossible to meet and when they are made, the operator making it must cheat I think".

The Job - "This job is all right."

COMMENTS - None

January 4, 1929.
Inspection Branch
L-450-315-533

DISLIKES

Supervision

"I couldn't agree with only one section head as a supervisor and that was a long time ago. I have always done everything I positively could and it doesn't make any difference whether the supervisor is with me or he is not. My difficulty has been in regards to money. At that time my section head said he and the division chief had taken up the consideration for my raise. The section head told me confidentially that I would never get another raise as long as I was with the Company. I guess he is right. I haven't gotten an increase in the last four years. Not that I am unworthy; I know a lot of these fellows who cannot do all of the work in the section and who do not make as good efficiency as I do and yet they are being paid more money than I. I have twenty-two years service and they have less than two years service. I don't know who this boss is who has it in for me. I would like to know what the fault is. I have never stolen a thing and I have never fought around here with anyone and inasmuch as I have always done the best I could and being credited at doing good work I can't understand and it sure is hard for me to work. I have never heard of anything like this and I can't understand what is the matter."

Working Conditions

"Sometimes it gets pretty cold here. A lot of the cold comes in through the skylight.

It's pretty hard for an old man on bogey to keep up with these younger men all the time. I don't expect to sit around and do nothing; I always do all I can and I will average out with any of them."

The Job

"I have asked my present section head why I don't earn more money. He tells me that this is all that my job pays. If I want more money, I'll have to get a transfer. I hear this theatre equipment job is very busy and I would like to work down there because they have a lot of overtime and I need the money."

LIKES

Supervision

"I think a whole lot of my present section head. As a supervisor he fits his job and he knows how to handle men and satisfy them. He seems to be able to get around by asking the men how everything is."

Working Conditions

"I have always found the working conditions in the factory around

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Inspection Branch
L-450-315-533

here to be A #1 conditions."

The Job

"I like the job all right. I am used to it. I know how to get along and do all the work.

COMMENTS - None

January 4, 1929.
Inspection Branch
L-451-734-313

DISLIKES

Supervision

"I could not speak so well of my former group head. I didn't like him so well. He seemed under the impression that he was on a higher level than his men. You could tell that by the way he talked. He expected us to laugh at his remarks, but if we pulled a wise crack, he only scowled. He tried to make himself superior to me but it didn't bother me much. I didn't hesitate to ask or tell him anything anyway."

Working Conditions

"The ventilation here is terrible. Everyone here is complaining. As soon as we open a window, it is too cold."

On my other job, I was almost afraid to use the toilets on account of the roaches. I can't understand why they can't check that."

~~The~~ Where a man has to kill himself to make the bogey, I don't think it is a good thing at all.

The Job

None

LIKES

Supervision

"The group head has only been on this job a few weeks and he hasn't shown anything that would make me feel sure whether he will be liked or not. I will say this for him, he sure knows his stuff on this job. I have been on this job with him a long time and he has always treated me fine and he does not show any partiality."

Working Conditions

"If the bogey is set where it can be made, it is a good thing."

The Company policy in promoting health, safety and accident prevention is good for the employee and it is a real help to them."

The Job

"This is a good job. Everything is new to me and I like it. It's about the best job I have ever had. I am pretty well satisfied with the advancement and the chances to learn more new jobs and I am satisfied with my present pay."

COMMENTS - None

January 4, 1929.
Inspection Branch
L-452-436-545

DISLIKES

Supervision

"I sort of like the section head. I was formerly a supervisor myself. About four years ago, I was taken off and tho it was because of a lack of production and as soon as I was removed, another man replaced me who had less service. I felt that I was entitled to hold that job. When I was up for my ten year button, I told Mr. Robertson my story. He said perhaps the section head had neglected to tell me that they were replacing me by a more capable man, and he would investigate. I have never heard a thing. The section head told me that I had always done a good job. I have asked him if I could see our department head. He said I could and he would make an appointment for me. After about a week, I spoke to him again. He told me then that the department head was never at his desk. I then told him that I believed it was either he or some other one of my bosses who was pushing me down. Then I let it drop for a while in hopes that things would change. However, things have remained the same for the last 3 1/2 years. I have never gotten a raise. The section head had told me that my rate was already too high. I have asked him what I should do. I suggested a transfer, but he tells me my rate is too high."

Working Conditions

None

The Job

None

LIKES

Supervision

"Other than what I said above, I have nothing against my section head."

Working Conditions

"Cleanliness and sanitation are wonderful.

The task and bogey is all right; they are wonderful things for the Company and we appreciate it because we are working for the Company. It can't help me to earn any more money. I have been told that I would have to make 190% to 200% if I wanted to merit an increase due to the task."

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Inspection Branch
L-452-436-545

The Job

"I like this for certain reasons, that is, I can make more money by working nights. I take as much interest as I can in getting out production.

COMMENTS - None

January 4, 1929.
Inspection Branch
L-453-331-584

DISLIKES

Supervision

"Sometimes I get into arguments with my section head and sometimes he is all right. Our arguments are usually about more money. He always claims it is insufficient schooling. I have one year of high school and two years of business college and I also attended Coyne Electrical School for a while. What I can't see is when he keeps hollering about the work and I keep doing more and it doesn't seem to count. You know, I have a home and my family is sick. I have had to borrow from the Western to meet my expenses. You know, \$5.00 to me looks bigger than \$100.00 to my section head. He has told me I am alligible to only one more small rate. I suppose about four cents. I told him then that I would like to get out of here, but I haven't been successful; then another thing I have asked to be transferred out of the city to California for my wife's health. If it wasn't for that, I wouldn't want to go away out there."

Working Conditions

"I think this ventilation is punk. There isn't enough air here and if someone opens the window for a little air, everybody hollers.

The lighting right here is bad. There isn't enough light.

Our toilet is pretty filthy. I hardly ever go there. I guess they are always more or less that way."

The Job

"I would like to get out of this place. I have been at this work over two years now and it gets monotonous to stay on a job so long. One time my section head sent me to the Personnel about a transfer, when I got there they asked me what else I thought I could do. I said I thought I would like to have them put me on something to see what I could do. Somewhere where I could make more money. I would really have liked to do inspection on tools and gauges."

LIKES

Supervision

"Other than these arguments in regards to pay, I feel my section head is all right and I like him."

Working Conditions - Other than above - favorable.

The Job - "Other than the pay and possibilities for advancement, I like this job."

COMMENTS - None

January 3, 1929.
Inspection Branch
L-500-336-503

ANSWERS TO QUESTIONS ABOUT THE INTERVIEWING PROGRAM

1. I think it's a very good thing because a lot of the employees have a lot of things to complain of that they wouldn't care to tell anyone but by this confidential way. Employees can tell it to someone else and by this class discussion, the supervisors can learn how some of his moves with his employees have gone over.
2. Before I make any hasty moves, I always consider whether I am treating my employees in just the way I would like to be treated.
3. I think I take pains into consideration probably more when I am about to make a move. I can say that among my bunch of employees, you cannot handle them all alike. With some you have to be more strict than with others. I have one employee I really have to command rather than to tell her to do anything.

I feel that a married man makes a better supervisor for girls because he gives more of his thought to his job.
4. I think the supervisors in our Operating Department would gain a whole lot if they interviewed their employees and carried on the discussions that we do. I have seen a lot of cases in our Operating Department, where I felt the supervision needed this training badly. They seemed to be using the "drive" method.
5. I think the complaints raised by the employees in the interviews are a great deal more interesting than the training we had along these lines before. In discussing these various complaints and the conclusions that the class comes to usually helps a supervisor to decide some of his practical problems.
6. Not at all. In fact, I think if any of my employees have any complaints to make about me, I would like to have them discussed and see how it should have been handled. I think all there is in this problem is to keep the supervisors learning and I think any good supervisor will learn from day to day, how to handle employees with their different personalities.
7. I think the plan has been carried out very nicely.
8. I don't think any of my people feared this interviewing as they all seemed perfectly at ease. None of them have spoken to me except in regards to what they should do about their time.
9. Yes, I think we should interview again. Judging from the complaints I have heard at some of our conferences, I think we need

to know something about our supervision. I really didn't think we had supervision anything like that. Of course, there are some operators that don't seem to be treated right. In some of the interviews I noticed the operators are not satisfied in several sections. In those cases, it may be that the operators themselves are hard to get along with. I think I have been given two problem cases. When I got my first one, the section head said that this operator had not made good in several of her previous department. I tried hard to find out what really was wrong. The section head and I decided that it was probably her eyes. When we brought several of the defects back to her, she complained that they were hard to see. She had told us that she had some sickness that affected her eyes at one time. We then suggested that she should have her eyes tested which she did and they had her eyes refitted with glasses. After that, we continued to help her along in every way we could and now she does a good job and she makes a good efficiency. About the time we had her going good, we got another one. The section head told me since we had done a good job on this other operator, we were getting another.

10. I think they will even work harder. They seem to feel more at ease. Anyway, I know I always felt that way when I was a bench operator. You know if you have a boss who flies off the handle; any time you see him around, you do not feel at ease.

DISLIKES

Supervision

"Since I have been a group chief, I have had five section heads and I can say only about three were really section heads, the other two would drive and insisted on me driving and driving me until I had no time to think my job out.

I think my present section head is entirely too hasty in settling a lot of important cases. He has sent home employees for passing defects that is, he gives them a couple of days layoff. I don't like that. I think that should be held as a final solution of a problem. I think the supervisors should get to the root of the trouble to find out just why employees pass the defects with the idea of helping them to see if the employee really has a full knowledge of the job and see if the gauges are at fault. Sometimes I am lead to believe that my section head wants us to drive rather than lead our employees. I know that to be the case from the orders he has given me to carry on to my help. You find it pretty hard to lead when your section head wants you to drive."

Working Conditions

"I had one operator that I spoke to you of who complained that the bench light hurt her eyes. I have arranged her work so that she won't need to use it, so other than that, my employees do not complain of the lighting to me.

I think the heat is terrible on cold days. Some of my girls sit here and shake. When Miss Johnson interviewed here one of my operators told me she was so cold, she couldn't talk to her. One time we found the water was not circulating in these radiators, there was too much air in them.

I sure do have my ventilation troubles. One of the girls will want a window open and two or three will holler that they want it closed.

I think the conditions in our toilets should be improved. I would like to get a hold of some of these "dirty cusses" who spit and thro paper all over the floor.

I think the task and bogey in general is very good. Of course some of them are not set right. Some of the employees feel that they can meet some easier than others. That condition makes it a little difficult for a supervisor to distribute the work evenly to the employee's satisfaction."

The Job

"I have been on this job for about four years and I think a change would do me good and put me in a position to get more pay as my section chief tells me that I am away over my rate of pay now."

LIKES

Supervision

"Personally my section chief does not misuse me in any way and he always tells me that I am doing a good job."

Working Conditions

"I like to explain the plan to my employees for buying this A.T.&T. stock.

I completed my first aid course and I thought it was a fine thing. I was also asked to teach, but as I was taking a pretty heavy evening school course, I did not feel I should become an instructor as I could not give the people all that I felt they were coming after.

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Inspection Branch
L-500-336-503

The Job

"Other than what I said above, I like this job all right."

COMMENTS

None

January 3, 1929.
Inspection Branch
L-501-336-503

ANSWERS TO QUESTIONS ABOUT THE INTERVIEWING PROGRAM

1. It's a mighty good plan because your employee's complaints and troubles come to your attention and you can take action to overcome their dislikes and I believe you will have a more satisfied employee that way, in general.
2. It seems to have done it's share; at least to a certain extent in my own supervision especially; in that they seem not to be coming to their conclusions in such a quick manner around here.
3. I have taken a hint in a number of cases where I felt the "shoe fit". You know no matter how good a fellow is, he can always learn and I'll say I have learned a lot in these conferences. At this point, this group head showed me a clipping from one of our daily newspapers which he called "Food for thought". It was an article by B. C. Forbes. The clipping was about the subject, "To whom does an employer and chief executive owe his first duty", publicly, stock-holders, or workers". The article is lengthy and finally comes to the conclusion that with American ideals and advanced civilization, the latter is considered the most important. He said it was very evident that other people were thinking some of the same things as our own executives.
4. Yes, I do from the benefit that should arrive out of it. I think it will do a world of good, to find out just how the people feel when they gave us the facts as they see them. If they are wrong and I think a lot of things will be brought to light in this way.
5. I think the discussions and more so because they bring up topics that are more practical. Things that are actually happening at this time. They give you a chance to correct the things brought up and you can save time.
6. Not in any way.
7. I think the way that Mr. Pannock lined this thing up for us is just about the best plan I could suggest.
8. I don't think I could question the employees as to what they thought of this interviewing. I have never approached any of them even tho I talked to my help and chew the rag about their personal affairs. Not any of them have talked to me in regards to this interviewing.

9. I think if some of the employees got wind of what was going on in this interviewing, they would begin talking more. I think our first employees interviewed were a little skeptical of what was going on and could have given more information than they did. I think for that reason, all of the employees should be interviewed again and it might be well to have the same interviewer do it the second time and compare his first interview and then put it right up to the employee and ask him if the supervisor has done anything to correct the condition complained of or if he has corrected himself. In cases where he had no complaints in his first interview, the employee might be asked if he really told the truth the first time or if he was dishonestful of the interviewer.
10. I think they will work just as hard. I think the bogey will take care of the driving especially if they want to meet their efficiency and if they don't meet that for a certain length of time, they are going to hear about it. Of course, there are some employees who do not care to cooperate or who do not care for his job. There are a very few of them that you won't get anything out of unless you do some driving. I mean especially where the task or bogey is easy.

DISLIKES

Supervision

"There's one thing my section head approves of that I do not like. Say when an operator slips on a job two or three times and is caught by the Check Inspection, he will lay him off for a week or so. I don't like this. Especially because I don't think an operator slips purposely. I told him about that one time when he was laying a fellow off, but he said he thought the operator needed reprimanding and something to bring him to life. This operator after returning to work again several weeks later, slipped and they let him go. Under previous supervision, this same operator was always considered a very good man. My previous supervision used this same method as a corrective action to stop Check inspection rejections and I simply can't see it. Inasmuch as I know this man they let go, did not pass any defects wilfully. Of course, if a man gets so far that he doesn't care about his job, he would have quit when he was laid off and if he didn't, it would have served him right to be fired. My opinion is that this corrective action is too stringent and that an operator can't do his job when he comes back after such a layoff because he is too nervous."

Working Conditions

"My employees complain about the draft here. They say it is so cold, they can't work. Most of the cold comes in from the bridges

and the draft from the next room.

The minute you open the window on a cold day, no matter how little, it is too cold.

I like the Hawthorne Evening School, but I don't think there is enough of it. You can't expect to get a lot in 1 1/2 hours and one night a week for so short a period."

The Job

"The only draw-back on this job is that if I am held on it any longer, I don't see how I am going to get any more money. I am pretty high rated as it is and I guess pretty close to my maximum. It seems to me that advancement has been pretty slow. I feel I could fill the bill on a better job than this is, one where I could get more pay."

LIKES

Supervision

"I have no complaints at all to make on my supervision. There is one thing that I like I found out about my section head. He will get out and talk for a man, especially at raise time. If he told me the truth, he said he took my case up with the department head and laid the cards on the table and said, "damn it, we ought to do something for this fellow", and personally his treatment to me has been pretty nice. He is sociable. We have been out together and we have had some good times. When he is away from here he forgets business."

Working Conditions

"The evening schools here is really a wonderful chance for a man to brush up a bit on a subject.

I advise and recommend my employees to buy A.T.&T. stock. I feel new men, who want to save money and who has always found it hard can't get anything any better. If they look at my record they will find out that I am not taking any myself, but that is because I took a bigger bite than I should have on something else. I have noticed that all of my new employees seem to appreciate this A.T.&T. stock buying more than the old-timers here do.

We have very few accidents here any more. We have cut them away down.

The task and bogy is very good, providing that it is always set fair."

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Inspection Branch
L-501-336-503

The Job

"Other than what I said above, I can't complain about this job.
It is all right."

COMMENTS

None

January 4, 1929.
Inspection Branch
L-502-526-484

DISLIKES

Supervision

"I didn't seem to be able to agree with my previous section head. He seemed to be the type that was always trying to find fault and he got me discouraged and I'll tell the world, he was a "driver". There was no way of satisfying him; he didn't appreciate anything. He was always stronger for quantity than for quality."

Working Conditions

"There's one thing I would like to mention and that has already been taken up. That is that my men must cross the bridge and it is as cold as the dickens in cold weather and it is bad as far as our health is concerned."

The Job

"I would like to get up in the office. I haven't any definite jobs in mind, but what I am after is more money. This job I have is not very high rated. I would like to get into the technical line, but I guess I will first have to qualify myself."

LIKES

Supervision

"I think my section head is an A #1 supervisor, because you can always ask him a question and he will answer it and talk to you in a gentlemanly way. He always has a smile for all of us and his smile goes a long long way. He is always right there with help and suggestions to all of us. This is about the third time I worked for him and I have always gotten along fine. To tell the truth, I don't think he has any faults at all."

Working Conditions

"I think this A.T.&T. investment is about the very best there is and that is what I try to impress on my help, especially the new men."

I have interested three of my people in taking up evening school courses relative to their present work, that is about 50% of my group and they seem to like it real well.

I think this bogey is very good because we can tell who is doing the work and all the details on our bogey seems to be worked out real well."

The Job

"Other than what I said above, I like this job real well."

COMMENTS - None

ANSWERS TO QUESTIONS ABOUT THE INTERVIEWING PROGRAM

1. I think it is all right because it gives us an idea of what kind of spirit exists amongst our help and they show us, at our conferences, ways of rectifying our errors, that is, if that is possible.
2. No doubt this has helped me. It has made things clear and brought things up that I had more or less forgotten, I mean these conferences where these interviews have been discussed.
3. No, I haven't changed any. I have always applied considerable thought to my job and I don't know of anything more I could have done.
4. Yes, I think so. I think the rest of the Plant should be given the same chance as our people. I think it would do good in putting a better spirit into the men.
5. I think it is more interesting because these different stories that have come up, we know how employees have been mishandled and how the majority of supervisors would handle similar cases. To me that is interesting to hear.
6. No, it has not. Not at all.
7. Not that I can think of.
8. Yes, I do; because since these conferences have been going, the employees know that the supervision that has been mistreating the help will probably change and in a lot of cases they have already noticed the change for the better.
9. It might be a good idea to interview the help again, especially to see if the employees have noticed any change in their supervision.
10. Absolutely I do. Nobody likes to be driven. I think a man who works without being driven is in a better peace of mind, content and better satisfied. A man who is driven in my opinion is always more or less disgusted.

January 4, 1929.
Inspection Branch
L-503-526-484

DISLIKES

Supervision

None

Working Conditions

"We need shades for our windows. I believe the section and department heads have done what they could to get them and I have heard that we have some promised."

The Job

"I am not satisfied to stay on this job. I ought to have something better. It doesn't pay to be satisfied nowadays."

LIKES

Supervision

"I think the section head is a very good supervisor. He treats us all nice and shows no partiality. He is always willing to help all of us men along and he is always cheerful. I have never yet seen him with a frown on and I know he does a lot to cheer all of us up.

The department head is also a very agreeable man. I very often have dealings with him and I find him very nice to get along with."

Working Conditions

"You simply can't beat this A.T.&T. stock for employees. I believe our department has been sold 100% and you don't have to wish it on to the employees either. We showed them how good it was and we sold them off. There is one man who bought one share that isn't really sold to the idea, at least anywhere as good as it is.

I took the first aid course and I taughtta class in it and I sure benefitted by it. I now appreciate the danger of small cuts, etc.

I like the bogey because it is a medium that permits us to pay the men for what they are actually doing. Before you know, a man sure had to be a good fellow to get a raise. Now I feel our men get a good break; they earn more money and we have a more satisfied personnel."

The Job

"I'm pretty satisfied with my present job. I like this work, it is very interesting because it is complicated and always new."

ANSWERS TO QUESTIONS ABOUT THE INTERVIEWING PROGRAM

1. I like the plan. I think it is very good because it points out the mistakes in supervision and by our conferences, we learn how to control our own mistakes. A lot of us make mistakes and we hardly realize it either until we have a chance to look at another, making a similar mistake.
2. It has helped me quite a bit in giving the men more consideration and to keep in close touch with my help to help them along and make them feel better. It has taught me before I criticize an employee or accuse them of anything, to make pretty sure that the employee is responsible.
3. It has helped me to encourage my men to have more confidence in them and to increase the morale. Before, I did not have the confidence in several of my men, but since I have practiced this leading method further, I have found these same men have come thru a great deal better. I have one man working for me who is a great big baby, weighs about 200 pounds and I have to pet him along and now this fellow will just do anything for me.
4. I think they should continue it, at least thru the Operating Department, because I believe if you show a supervisor his mistakes, he will do better. I don't believe any of the supervision is really doing wrong intentionally.
5. They are more interesting for me. The longer they go, the more I enjoy them. I like to listen to the discussion and hear what the other men have to say on all of these problems.
6. No, it has not been embarrassing to me in any way. I don't believe any of the interviews pertain to me. I know some of the things could apply to me, that is, that I have made some of the same mistakes.
7. No, I don't think of anything that I could suggest. I do think the supervision should be interviewed.
8. Well, I do and I don't. Some are and some are not. I feel that some of my men really believed it was not fully confidential. Several came to me and said a man had been here to interview them and he had told them the interview was strictly confidential, but because he asked them their names, they were a little skeptical.
9. I don't know if I could say how often, but at least several months after a change of supervision it would be well to interview again. It would measure the quality and supervision and also in places where complaints on supervision in the first interviews had been more or less numerous.

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Inspection Branch
L-503-526-484

10. Yes, I do. Personally I feel a man will do twice the work if he is not driven and he has the work properly explained to him. I know I could not do the work if my supervisors drove me and I feel that my men are the same way.

January 2, 1929.
Inspection Branch
L-504-126-174

DISLIKES

Supervision

None

Working Conditions

"We have always had complaints regarding heating in cold weather. There is such a cold draft that comes from the next room. Our department and division heads have done what they could about it."

The Job

"I did not like this job at all when I was first put on it. I am now waiting until the next raise period to see if I am making good."

LIKES

Supervision

"I haven't worked for my present section head very long, but so far he has done everything he has ever promised me he would do. I was previously a supervisor in another section and I am still learning this job. My section head called me in and told me if I felt I could handle this job now, I could have it. I haven't observed that my section chief has used any driving methods. He is at least always trying to live up to the standards that are set. I will say that I think he has improved a lot."

Working Conditions

"I have encouraged my people to buy A.T.&T. stock. I think it is really one of the best investments for my people and I tell them that they cannot do any better because even if they don't let them in until they are paid up, they get at least 6% on their savings and a great deal more if they pay up. I pushed it the hardest because I am so well sold on it myself."

I am attending Hawthorne Evening School myself and I have always encouraged my men to do likewise. I always try to get them to improve themselves. I tell them the conveniences in going to school here and I think that is what makes it easier to sell. I know I have gotten something out of it and I have taught that a great deal, especially today and yesterday, as tonight is the Hawthorne Evening School enrollment.

I think, having these safety posters around and all this other stuff on safety, health and accident prevention is encouraging the supervision in speaking to the employees once in a while.

The task and bogey is a big improvement on the old system of rating the men. There is not so great a chance for making a mistake as there used to be. Some of the men who are making the best today had no chance to prove their work before because now the men are actually getting paid for what they do."

The Job

"I like this job much better now. The work seems more pleasant than it has. I feel that I have been the victim of circumstances more or less. It is not the Company's fault that I fell behind. I feel they have, as near as possible, done the right thing for me and if the Company treats me as good as they have in the past, I will remain a pretty well satisfied employee.

ANSWERS TO QUESTIONS ABOUT THE INTERVIEWING PROGRAM

1. Yes, I think the plan is good, absolutely. Things show that the working conditions and the bosses have changed so much, I have heard some of the men remark this since the interviewing.
2. It always has been my feeling that the reason I got along as well as I have is because I have been the way I have. However, I appreciate the Company is doing the right thing by its employees and I am not so sure that it has been done so well before.
3. Yes, I believe so. The big item I have noticed is that I am not afraid to talk more friendly and be more friendly than I previously have. It used to be you had to talk hard to the men to be a good boss. If you were at all friendly, you were accused of being too easy on the help.
4. Yes, I do. I realize it is a big thing to do, but I think the fact they are trying to solve the complaints they have received so far, I don't see why they shouldn't go on all the way thru.
5. More so. I get a lot of enjoyment out of the discussions with all the other fellows. There are always arguments coming up and we usually decide the point in a proper way.
6. I don't think I have been embarrassed in any way.
7. No, I can't suggest anything. It has been very successful so far.
8. Yes and there are a lot of reasons. The employee likes to be treated like men and feel as tho they are on an equal and no one is any better than he is. It has a tendency to create more friendly spirit throughout and causes the employee to be more satisfied and do more work.

One of my men says he has noticed a big change in one of our supervisors here and he asked me if I didn't think it was due to this interviewing and the change in the Company policy. This man said he formerly disliked this supervisor very much and at present, he was just about to the point where he was ready to say he actually liked him.

9. I think they should be interviewed again to bring out some of the things like I mentioned in answering question #8. I think they should be brought out and I think the fact that there has been changes should prove interesting.

10. I think they will work harder. I have found that in my own experience.

January 4, 1929.
Inspection Branch
I-505-125-382

DISLIKES

Supervision

"The former section head was hot headed. Before he actually knew the circumstances, he would jump on my help. Also in cases where he thought the work wasn't being done properly, instead of coming out and telling you about it in a cool manner and speak to the group head confidentially as I think he should have, he let everyone around hear what it was all about."

Working Conditions

"The lighting throughout this section is not good enough for night work. There is not enough light. They are too far apart to do well when having to see colors. That's really what makes it hard."

The Job

None

LIKES

Supervision

"Our present section head is a very nice man. He is not a man to jump at conclusions. He makes himself agreeable and is always cool headed. He never excuses any of his men for anything he is not real sure of. He always gives my men and myself a chance to have our word."

Working Conditions

"I have spoken to and interested all my employees in buying A.T.&T. stock. I guess they all agree that it really is a good thing. Most of my men tell me that they are sorry they didn't take it out sooner."

The task and bogey is a real good thing. It eliminates that old stuff, it's not what you know, but what you know or you can work your head off to no avail. A man now really gets credit for what he does."

The Job

"I like this job real well. My section head lets me do pretty well as I want as long as I stay within reason. I have a fine group of careful operators. They don't give me much grief. I have taken a lot of interest in these men. I have asked them to complain of anything

they do not understand and they do as I have asked. I don't have to tell them much and when I do, it is done more or less confidentially. They never deny any errors and we all get along fine.

COMMENTS - None

QUESTIONS ABOUT THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

I think it is good. It gives us a better picture of the real practical conditions.

2. How has it helped you so far?

I am more courteous to the help and in my treatment of the men, I am more considerate and I think I have a little more respect for them.

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

Yes, I have in the way that I answered question #2.

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

Yes, I think it would be fine except in places where the employees are actually so dumb that you couldn't consider them any other way than by letting them know you are the boss, but for the rest, it would tend to make a personnel of better morale and better trained supervisors. Regardless of how good a supervisor is, he can be better by further training.

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

I haven't been in any other conference since this interview began, but I have heard quite a bit about them. Practically every supervisor I have spoken to has talked about the interviews and they really are a good thing.

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

No it hasn't, not at all.

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

I don't make any suggestions. I am pretty well satisfied with the present plan.

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

Yes, I think they are because it appears to me that the employees have more satisfied looks and they have given me to feel that they appreciate the Company's interest in them and they consider it a privilege to tell their troubles to someone confidentially. I know they feel that they amount to something more than just a machine around here.

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

I think they should be made approximately six months apart. There may be more or less of difficulty coming up in that length of time and their complaints on revision might be considered. It would be a good thing at least in cases where an employee feels he doesn't have the right sort of supervision.

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

I think they will work harder. When an employee is driven, he will probably work only when driven and he will lay down on the job, take every advantage when the supervisor's back is turned because the spirit is not there.

January 4, 1929.
Inspection Branch
L-506-125-319

DISLIKES

Supervision

"The assistant to the section head, I guess they call him a production clerk now, has changed considerably and recently he has been treating me pretty nice. About nine months ago, I had charge of another gang and I felt he was nagging at me all the time. He seemed to feel the work I was doing wasn't good enough and we did not keep up an even output. He seemed to use no reason. He often told me if I didn't get out the work faster, some other action would be taken that I would be removed from my job. He didn't seem to consider the work at all. Finally one day, I had a lot of work and I cleaned it up quickly and I had to shift my help, then later in the day, I got another lot of work in at one time. I quickly pulled my help back and I couldn't ship it because it was not completed. The next day, when he noticed the large quantity of work on hand, he came to me like a lion and he said he was going to take me off the job and he did. He gave me another job of the same grade which was just as good. Right now they are better satisfied with me, and I don't have to deal with this assistant so much any more."

Working Conditions

None

The Job

"The only thing I don't like is that I have been on this job for six years now. I'm waiting for a change. I haven't asked for one. I have left that for my bosses."

LIKES

Supervision

"Our section head is a good supervisor. I have always gotten along well with him and I feel he has treated me fair. He is always pleasant and is not a driver and he does not insist on me driving my men. You could call him a "square shooter"."

Working Conditions

"All of my present employees that are eligible to buy A.T.&T. stock have bought it and all they are entitled to. For that reason I don't have much of a chance to sell them any now."

I frequently caution my help in regards to safety and accident prevention and I feel it does considerably amount of good in helping to teach them to be more careful.

The bogey is all right. The fellows know that their supervisor knows just what they are doing. It is an encouraging proposition and the pay is the incentive."

The Job

"I like this job and find this work very interesting. I feel quite well satisfied as a whole with this Company."

COMMENTS - None

QUESTIONS ABOUT THE INTERVIEWING PROGRAM

1. What is your opinion of the Plan?

I think it is a good idea. The supervisors in hearing the complaints raised by these interviews see where they can correct themselves in many ways.

2. How has it helped you so far?

I think I have corrected myself in a few ways. I have been a little more considerate to my men of their personal needs and that sort of thing. I also feel that I am treated better myself than I was.

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

Yes, as I have said in answer to question #2.

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

Yes I believe it would help a lot of others as much as it has helped us and not only the supervisor, but the operators throughout the whole Plant.

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

I think the interviews are considerably more interesting because they point out occasions where the supervisors are wrong in the method of correcting them. The supervisor has the benefit of the other men's ideas and of the employee themselves.

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

No it has not.

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

No, I don't think I can suggest anything for improvement.

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

They are. The fellows who have had a lot hanging on their chests it gives them a chance to lift it off and it relieves him a lot.

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

I believe the interviews should be made about every six months. Maybe after the second interview, annually. At least to see what the improvements are.

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

Yes he will. He feels more at ease and when at ease, he is only capable of doing his best.

January 4, 1929.
Inspection Branch
L-700-216-174

DISLIKES

Supervision

None

Working Conditions

"Cold drafts cause a good deal of complaints here. We have no watchman near that door and when it is cold, the cold that comes through there is terrible. I have one man at the hospital now who complains that he caught a cold on account of that. Our Company M.D. says, No. I have suggested a double fire door to eliminate this cold draft. This condition has been up to the division chief and our branch and also in the Operating Branch and I know they have done all they could about it."

The Job

None

LIKES

Supervision

"Our section head is a wonderful man. I have gone into his confidence at various times. He has always done me a lot of good, even to assist me in conditions at home. I appreciate him very much for that. He has a lot of good features; he has been good to all of us; he always weighs his words with all of us. He is very much interested in his men."

Working Conditions

"I think the task and bogey is wonderful for the men as far as revision is concerned. They have been rewarded finally and we supervisors have been rewarded accordingly and we don't have anywhere near as much trouble any more."

I took and taught the first aid myself. I think all of my men have taken it by now."

The Job

I like this job fairly well. The work is interesting. There is something new about it all the time. I have always been treated fairly well all the time.

QUESTIONS ABOUT THE INTERVIEWING PROGRAM

1. What is your opinion of the plan?

I think it is a good idea. You take the men who are backward about hurting their actual standing with their supervision have a chance to talk over some of their difficulties and treatment in confidence in this way.

2. How has it helped you so far?

I have always been a good soldier with all of my men. The conferences have done me good as there are some things I feel all of us have slipped on before.

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

No.

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

Yes, in our conferences, the things that have come up, show that there are some real charges coming up against the supervisor and for that reason, I feel it would be a good idea to carry it on through the entire Plant.

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

I think they are more interesting. All of the employee's grievances are coming out now. Things that the supervisor never knew before.

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

It has not been embarrassing to me in any way. It has been very interesting and worthy of a lot of consideration.

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

There is no better plan. I feel if I was an employee, I would appreciate this confidence and the whole scheme.

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

Yes they seem to be in a happy frame of mind - most of them, since they have gotten in contact with someone who they can tell things confidentially

to and they feel that some action will be taken.

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

I believe in another six months we ought to interview our people again and it is possible that new things will again come up. You know these supervision grievances are hard for employees to bring out in any other way.

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

I do. We don't drive here, but I don't believe a man can work as well when he is driven. If you stand back of a man with a club or wait for something to happen, you only make him nervous.

August 18, 1928.
Inspection Branch
S-1-113

DISLIKES

Supervision

She thought that her checker may not have distributed the work fairly.

The Job

Formerly the girls received work which was partly task and partly day work. Now what was formerly day work is all on a bogey basis, so that it doesn't make much difference which one receives. She didn't receive a raise in June, 1928, whereas, another girl who had worked in the department only a year and a half as compared with her five years, received a raise which brought her up to the same amount that she earned. This operator is an exceptionally fast inspector, according to her past and present department chief. The department chief at that time, told her that the reason she didn't get a raise was because she hadn't worked a sufficient per cent of her time on task. She asked the sub-section chief whether her work was perfectly "satisfied" (meaning satisfactory) and he told her it was. Therefore, if her work was O.K. and she was not responsible for the amount of task work or day work received, she feels that she should not have been penalized by not getting a raise. Therein, she thought the supervision might have been faulty.

Her father is dead, and, until recently, she has been the sole support of her mother and two younger brothers. One brother, 15, recently secured work for \$9.00 a week. However, as their upstairs flat isn't rented now, they are having a very difficult time to make ends meet, financially. That is why she is so very anxious to have the work distributed fairly so that she will have a chance to get a raise.

LIKES

Supervision

One of the girls distributes the work, and is responsible for seeing that certain girls get certain jobs, but she is graded 153 and is not officially rated as a gang boss. (Formerly graded 155). She says the gang boss is nice and friendly. Other supervisors are nice (section and department chiefs) but she "doesn't have much to do with them, they're so busy". She says, the gang boss tells them in the morning when their efficiency has been low the day before, but never "bawls them out". He asks whether the efficiency is low because of the layout, or because the work was "running bad" or what. He talks to them every once in a while.

The Job - No comments

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Inspection Branch
S-1-113

COMMENTS

Supervision, to this girl, is a very important factor in giving her the work on which she can earn the most money, as she needs it so badly.

August 20, 1928.
Inspection Branch
8-2-214

DISLIKES

Supervision

No comments

Working Conditions

No comments

The Job

No comments

LIKES

Supervision

She prefers a man boss. She says her gang boss is just fine. She never gets "called" for her efficiency, as it is always high. She used to have trouble on promises given the chasers, but now these all clear through her supervisors.

Working Conditions

Favorable

The Job

She and another girl each divide the work evenly. There are no signs of partiality, as each girl gets half of all the work. (There's only two girls in the gang).

August 20, 1928.
Inspection Branch
S-3-214

DISLIKES

Supervision

No comments

Working Conditions

No comments

The Job

No comments

LIKES

Supervision

She says her gang boss explains things so that anybody can understand them. For instance, before she left the Company, she was told to reject parts which had a lump in the center of one side. Now these are "Passed" because that is next to the mouthpiece and doesn't make any difference, she explained.

Her gang boss suggested, when she left the Company of her own accord, that she take a leave of absence, but she refused. He "always does everything for the interest of the girls", so that it wasn't through any error on his part that she failed to receive credit for her previous service. She was re-employed after being away since last November. Although she left of her own accord, she said her section chief had promised her that he would try to secure credit for her previous service in view of the circumstances under which she left (trouble at home).

Working Conditions - No comments

The Job

She knows all the interesting facts about her job. She is very glad indeed that she was rehired at her former rate and appreciates all that is being done for her.

COMMENTS - None

September 20, 1928.
Inspection Branch
S-4-314

DISLIKES

Supervision

When this woman was originally placed under a certain supervisor, she had to ask a good many questions. She said, "Maybe I was rather dumb, but there are different ways of explaining things, so that one can understand them." She made a mistake in making out the tickets, and, she said the gang boss became so angry that he turned pale, because she couldn't understand the first time. He was rather short with her and angrily threw the tickets down on her bench. She said that another girl also told her "not to mind him" and not to worry. Still another girl from the section watches the incident and winked at her; she afterwards told her not to pay any attention to him, as that was the way he had also done with other girls when they didn't understand, but that he soon got over it. She said, that apparently he had a quick temper, but that she felt very badly about it at the time and was afraid she would never be able to understand exactly how to make out her time tickets. One girl caught her crying in the washroom about it afterwards and told her to tell the section chief about it. She thought it over and decided not to tell him, but she did tell the sub-section chief. He had a talk with him about it and since that time, the gang boss has been all right. She is quite a super-sensitive girl and said she had learned that the girls who could "laugh things off" got along better; so that is what she is trying to do.

Working Conditions

No comments

The Job

No comments

LIKES

Supervision

She says her gang boss has a sense of humor; one day he asked her whether she was trying to be like "Lindy" as her efficiency had taken a "nose dive". She didn't mind the way he questioned her about that, and said she explained that the work had been "running bad" and that there had been a good many rejections. Sometimes the efficiency reports are not calculated immediately, so the girls have to wait until the second or third day after a period of low output, before being told about it. She says that is the time she usually worries, but that the gang boss is always nice about it, so she doesn't mind very much. (She says that she

However, she said that no matter how nice a department she might work in, a poor boss would spoil it all. She said, "A good sensible boss; that's what makes all the difference in the world".

The sub-section chief occasionally asks her how the work is going, but the section chief has very little to do with the girls.

A former gang boss demoted due to lack of work, has such a clear way of explaining things, she believes. For instance, one gang boss would return a part and say, "863 oversize", then she wouldn't know whether it was "max" or "pitch" or what. The other one always tells her exactly what the defect is so that there is no doubt in her mind about it. She says the other girls also think he explains things better.

Working Conditions

She says that she likes her present environment much better than when she worked in the other room, as she sits facing the window now.

The Job

No comments

COMMENTS

None

August 22, 1928.
Inspection Branch
S-6-324

DISLIKES

Supervision

None

Working Conditions

None

The Job

None

LIKES

Supervision

This girl asked me whether I had visited her sister who was recently hired and is working for her former gang boss. He was the nicest gang boss she ever had. When he first came into the department, this girl didn't think she would like him because he appeared to be very stern, but as soon as he began to talk to the girls, they liked him. He had a way about him that no other boss of hers has ever had, although the others have been friendly. He was all business, but had a friendly manner.

This girl now works for a man who used to be sub-section chief, but is now a gang boss due to reduction in force. He gives her directions, for example; about combining allotments of work (since the change in inspection methods). She knows him so well and understands the work so well that things in the department run themselves. The gang boss never objects to the girls talking, which is an advantage in the department she thinks. She can work just as well or better when she is allowed to talk. It doesn't lower her efficiency at all.

This girl volunteered a regular discussion about gang bosses--the various ones she had worked for. She said she had never had a gang boss that wasn't O.K., etc. The only time she comes in contact with her section chief, is when the section is urged to buy stock or at raise time. Other times the section chief transmits the information to the gang boss who tells the girls about changes in methods or in making out tickets, etc.

Working Conditions

None

August 22, 1928.
Inspection Branch
S-6-324

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The Job

Since the introduction of the bogey system, there isn't any time for fooling around in the department, as all the girls have to work to make their percentage and the chasers are not talking to them or standing around in groups, as before.

COMMENTS

1. Although she has worked for the Company nine years, she hasn't forgotten the consideration given her by one of the first persons she ever worked for. Supervisors should be business-like in their dealings, but have a "friendly manner".
2. Newcomers in the department should have special attention.

August 22, 1926.
Inspection Branch
S-7-324

DISLIKES

Supervision

I remarked to this girl that the department seemed very busy and she replied that it was and that she would have to hurry to get the job finished before someone started to kick.

Working Conditions

She said she couldn't be expected to lift off the other pan because it was too heavy.

The Job

This girl spends half a day each day as gauge keeper and the rest of the time inspects. She was somewhat disturbed because this morning she had noticed only one defective part in a pan when there were five and was going to be credited with five demerits which would decrease her percentage for the day about five points. The reason she didn't see the other defects was because the Counting Room was in such a hurry for the parts and because another pan of parts was piled on top of them.

LIKES

Supervision

She said she thought the girls got along with the supervisors in the department all right if they did their work satisfactorily. She expressed no particular grievance, although her attitude seemed slightly antagonistic.

Working Conditions

None

The Job

None

COMMENTS

Another girl who sits on the same side of the room that this girl does, (opposite the group of girls who complained in this section), said that she would make no complaint because if she had anything to say she would say it directly to the supervisor himself. There was a suppressed feeling throughout this group due to fear that if they made any statements against their supervisors conditions in the department would be worse instead of better.

August 22, 1928.
Inspection Branch
S-8-324

DISLIKES

Supervision

She told me that she had complained to all the supervisors in the section and that the next time she wouldn't say anything more unless she went directly to the department chief. She didn't get any satisfaction whatever from the section chief. She said that the gang boss could divide those heavy jobs among several girls, but she is the one who always has to do them. When when she is absent that particular work waits until she returns.

She said none of the girls like him - that he is too fresh. She said that a girl who left the Company last spring after working two days after she returned from a leave of absence, stated that she would not work in that department again under any circumstances. She was to have called me to let me know whether she would return. She said that she wouldn't call up - that she would take \$5.00 less a week and work elsewhere rather than work in that section. She said the gang boss told still another girl that the only way the organization would be right would be when there was a complete set of new girls on the job and all the old help released.

Working Conditions

This girl is extremely disgusted with conditions in the department, especially because she is forced to do all the inspection of large rubber parts. Gauging these parts tires her arms if she has to do five or six such jobs in succession, which has been necessary lately.

The Job

She feels that all the work should be distributed evenly. Then no one girl would be required to stay on a job which causes such great physical discomfort.

LIKES

Supervision

None

Working Conditions

None

The Job

None

COMMENTS

None

August 22, 1928.
Inspection Branch
S-9-324

DISLIKES

Supervision

There had been several changes in the method of keeping reports and when the gang boss came around one day and told this girl she was to write the reports differently (just the reverse of the way they had been done before) she made a remark about there being so many changes. At that time he told her that the section would be much better off if it got rid of all the old help and got an entire new set of girls who would not make complaints. She said this hurt her feelings greatly as she hadn't intended to register any great complaint, but was just surprised at the number of changes that had taken place. She said that he was entirely too fresh and would pinch the girls on the arm or leg so that they sometimes had black and blue marks.

She, like the other girls in the section, was very much afraid that I would say something about the gang boss which would make him prejudiced against her ever after. She and another girl had decided before that it was not much use for an individual girl to complain because that would make him angry, but they ought to take action as a group.

This girl is a very refined Scandinavian girl and takes these remarks very much to heart. When he did not return from his vacation on the Monday he was expected to, she said the girls were delighted and thought that by some chance perhaps he was not coming back to the section. He came back the following day.

Working Conditions

None

The Job

None

LIKES

Supervision

They got along much better during the two weeks that the checker was their supervisor.

Working Conditions

None

The Job

None

August 22, 1928.
Inspection Branch
8-9-324

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COMMENTS

None.

Second Interview - August 23, 1928.

In connection with the above interview, this girl came up to my desk this morning, shortly after 8:30, and asked that her statements made yesterday be kept absolutely confidential. She said that one of the girls told her last night that she should not have said anything, as it would only make matters worse. She told her that no matter what department the gang boss might be transferred to, he would always hold this against her if it were found out. She said that of course, he was all right some of the time and that it was not her nature to be a "tattle-tale". I assured her that whatever was done would be accomplished in such a way that it would not implicate her.

August 23, 1928.
Inspection Branch
S-10-414

DISLIKES

Supervision

Last spring this girl thought her sub-section chief had a pre-judice against her because she couldn't joke with him as the other girls did and at that time thought he didn't like her because her percentage was low. After she received a five cent raise, she changed her attitude and now realizes that she was probably mistaken.

Working Conditions

A change was necessitated because of her physical condition - she could not stand the fumes.

The Job

Her test set has recently been adjusted so that she has to do more work to have the same per cent of efficiency.

She is a nervous high strung girl and is considerably worried right now about whether she can maintain a satisfactory output with the new set up.

LIKES

Supervision

She appreciates the fact that the supervisors have been very considerate in placing her in another room, even though it causes them inconvenience to bring the work to her.

Working Conditions

None

The Job

None

COMMENTS

A small amount of consideration on the part of her gang boss goes such a long way with a girl of this type that it seems as if every effort should be made to keep her satisfied.

August 23, 1928.
Inspection Branch
S-12-414

DISLIKES

Supervision

About a year and a half ago, this girl had a very serious accident and since that time has been nervous and easily frightened. She said that her gang boss used to get behind her when she was working at her bench and speak to her without letting her know he was there. She would sometimes be so startled that she couldn't control herself for a while. She said he was nice about it and did not intend to scare her.

Working Conditions

She said she caught a draft a few weeks ago because everybody else insisted upon having the windows open when she was cold, and she told the gang boss that when she had to go home sick - she knew that was going to happen if she had to continue working in a draft.

The Job

None

LIKES

Supervision

She has been called to the section chief's desk about low percentage only once since the time of her accident and then she didn't feel badly because she wasn't the only one and was told about it in a nice way.

Working Conditions

None

The Job

She said all the girls in the gang are treated alike - they all get miscellaneous work (general inspection) interspersed between their detailed jobs.

Usually she sits so far away from the other girls that she doesn't get a chance to talk, but no one objects to the girls talking.

COMMENTS

None

August 23, 1928.
Inspection Branch
S-13-414

DISLIKES

Supervision

This operator was loaned to another section for a few weeks, but was extremely glad to return to her regular department. She was very nervous in the other section and said she could not sleep at night because she worried about how many times she would be "bawled out" the next day. She

Working Conditions

None

The Job

She said one was expected to know everything right away in the other department - that they didn't give you any time to learn to make out a good many tickets of various sorts, such as, red tickets for rejections, etc. Since she had been accustomed to large detailed lots of work, this was difficult for her to learn.

LIKES

Supervision

She was called back to her other work, but if her section chief had not sent for her, she intended to ask to be transferred back. Ordinarily, she worked for a woman supervisor. She said although she had never worked for a man supervisor, she would like to, but couldn't explain why.

Working Conditions

None

The Job

She prefers large detailed lots.

COMMENTS

None

August 24, 1928.
Inspection Branch
S-14-425

DISLIKES

Supervision

She remarked that the supervisors in the other section were not so independent. She said it doesn't do any good to say anything - the less you say the better.

Working Conditions

None

The Job

Since the return to her present section, she has been doing the same thing every day. This she says, is very monotonous and said that since she was experienced on all work in the section, she did not understand why she was kept on one type of apparatus.

LIKES

Supervision

This girl was loaned to another section for a couple of months, and, while the work was very hard (a man's job), she said all of the girls being tried out ~~to~~ their utmost at all times because they were so anxious to please their supervisor in charge. She said it was especially nice to have the supervisors take such an active interest as to how the girls were getting along on the job, etc. This is an example of special supervision which was given because it was known when the girls started that work that the job itself was very difficult; therefore, an effort was made to make things pleasant for them under the circumstances.

Working Conditions

None

The Job

None

COMMENTS

This indicates that the supervisor is a very important factor in the minds of the girls, if not more than the type of work. This is a rather intelligent girl and likes variety in her work. It was probably because the section was rushed with work that she was not given a chance at various jobs.

August 24, 1928.
Inspection Branch
S-15-215

DISLIKES

Supervision

None

Working Conditions

She places the pan in a position on the bench which makes it inconvenient for her to put the parts in it and has caused her efficiency to drop.

The Job

This morning she was trying to test springs by inserting the weight with her right hand, whereas, she is accustomed to do the job left-handed.

Her efficiency has dropped to 63% and all three of her supervisors in the section have insisted upon her following their methods in order to bring up her percentage. There is no doubt that it is easier for her to use her left hand as she has been accustomed to doing. It is practically impossible for a supervisor to change her ways now. She worried at night because she had been told that she would be laid off if she couldn't do the job. The section chief told her that she was of no use to him if she couldn't do that work. This was perfectly true as the range of her work is very limited.

Occasionally she has to wait for the gang boss to bring her work, as he is busy with some other girl, or talking to his supervisor, etc. This, plus the fact that nothing less than fifteen minute jobs can be entered on the record, lowers her efficiency.

LIKES

Supervision

None

Working Conditions

None

The Job

None

August 24, 1928.
Inspection Branch
S-15-215

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COMMENTS

She is a problem case - a woman with only seventh grade education and meager intelligence. She has done the same grade of work for eighteen years with the exception of a few tryouts on more complicated jobs.

There is no question that the patience of not only the gang boss, but all of the supervisors in this section has been tried greatly by this woman. However, an expert supervisor should be able to devise some way to make her use correct inspection methods, even though she had been accustomed to other habits.

Second Interview

December 8, 1928.
Inspection Branch
S- 336

Miss Harrold from the Employment Office, asked me to interview this girl as she was quite dissatisfied about her supervisors. She was leaving the Company.

Before her brother's marriage, she had worked overtime every night except Wednesday and also worked on Saturdays. She asked her gang boss if she could be off for the wedding and he said he would see. She wanted to get off a whole day. The gang boss promised her that he would see the section head. The section head told her that everybody wanted to get off, that he would like to get off himself. She told him that she had put in all that overtime and she didn't see why she couldn't stay home for one day.

Another time, her aunt was sick and she wanted to stay home, the gang boss was supposed to let her know whether she could be excused from overtime. She didn't hear anything and at 5:15, the section head went around and said to her, "I thought you were going home" and suggested that she go then. She said she didn't go then, because she had already worked part of the hour and she might just as well get the overtime money. She told the supervisor, when she had asked in the afternoon, whether she could get off, that if he didn't know by 4:45 in the afternoon, he shouldn't bother. She doesn't see why she should be the "goat" around there.

Eight months ago, there were some of her defects returned from the Ultimate Inspection. The work had been running bad and she had reported it to her gang boss, who in turn told the sub-section head. The sub-section head put the bad work aside, but didn't even look at the lots or inspect them, then she got six defects back. She said, "Who should come around but the section head and bawl me out". He told her that anybody could see those defects. She said the parts shine in her eyes and it's hard to see them, the man from the Ultimate Inspection who looked at them had a magnifying glass. This instance made her so mad that she told the section head she knew more than he did about the job. She says he recognizes her one day and the next day, he sticks his nose up in the air. She said he was too darn big in that place. The way he bawled her out, he made her feel he knew everything and she was the dumb bell. After she had worked on that job eight years, she felt as if she knew something. She had worked for this section head when he was an assistant section head under another foreman. The girls knew this and when they heard that he was going into their section, they asked her how he was. She gave him a good word and told them he was nice and that he was agreeable. One of the girls told her she had heard he was mean. She thought it would be a good idea to put in a good word for him anyway. She did that and then she got the "dirty end of it". He has no sociability to him; he has such funny ways. He turns his eyes the other way when he sees you coming. She thinks this is ignorant for the boss. She said

the section chief was too saucy - she would pay him back for his ignorance.

For the last six months, she has had a pretty good efficiency - because she received those defects back from the Ultimate Inspection, she failed to get a raise. The job she was on (second inspection) is one of the highest rated jobs in the section. She was permitted to stay on that work a long time. When the work runs bad, it is difficult to gauge her efficiency, but in any event, it rarely falls below 90%. When the work is "running good" she averaged between 116 and 120%. She said they claim she gets credit equivalent to one O.K. for every defect but she would rather have the work run good anyway. She always said that if she ever left the Company, she would tell the truth about her supervisor and the conditions in her department. Her husband who formerly worked in the same section, told her it might be best not to say anything, because she might want to come back some day. He was provoked at the time he left, but he left in a good way. She said she would rather work for a man any day, than for a floor-lady because if you say anything to a lady, she cries.

She wasn't used to getting hawled out and that's why it hurt so much. She said the girl she worked for could tell plenty too, she has had her share. She was really the only one that stuck up for the girls and helped them to get good raises. She said that three or four cent raises were nothing on work in another part of the section, but the work she was doing was much harder. There are more defects to inspect on her work and on that other job, the gauge does all their work for the girls. Her job is no easy job to work on. When they worked overtime, it was dark and it was very difficult to see the defects because the work shined so much and she couldn't see the defects. She said the bunch complained to the gang boss and sub-section head about the difficulty of seeing defects on repaired work. Especially when it was dark, it was hard to distinguish these defects because the work was dirty.

She said the department was pretty cold - sometimes it was so cold you couldn't turn out the work. A draft comes in and the parts themselves are even cold. The doors are always open and the windows aren't any too tight. She caught a cold and noticed her eyes tearing and decided it was time to get out.

The Section Chief's side of the Story

When Miss Harrold of the Employment Department called for a leaving notice, she told the section chief that this girl had been interviewed by Miss Smith. He, therefore came to the Personnel Department to explain that the girl really had no justifiable grievances in his opinion. He said he had talked to her only eight or ten times since

she had worked for him and had never had any very lengthy conversations with her at all. For this reason he feels she doesn't even know him well enough to make the derogatory statements about him. When some woman phoned him that she was out sick and could not report for work, he said in a joking way, "What's the matter - too much wedding?" He said he didn't see any reason why this woman who called (the girl's cousin) should take exception to that as he meant it only in a friendly way. He said one of the other girls in the section had telephoned this girl and told her just what he would have liked to have told her himself; namely, that she had no real reason for feeling the way she did. He mentioned her request about getting off the day before Thanksgiving. There was another girl in this section whose mother had been sick in the hospital for two months and was to be brought home that day - that girl requested a day off also and although her request was made much later than the request of the girl who was leaving, the section head thought that her excuse was more legitimate. Therefore, he granted her the privilege of staying home. He thought he would be accommodating even if it hindered his output, so he also told this girl she could have the day off too. She was provoked by that time however, and had decided it wouldn't do any good, inasmuch as she didn't know soon enough whether she could have time off. He said he was really in a quandary, he wanted to do the right thing by all the people in his section and the other girl had such a logical reason for her request that he couldn't help but grant it right away. That aggravated this girl who had asked to get off some time previous.

The section head said that the girl's efficiency did not warrant paying her any more money than she was receiving. I told him that this girl had mentioned the case of another girl with less service who was making a considerable amount more. He said "Well, she earned it, what else could I do?"

His conversation was almost as excitable as the girl's was. I told him practically nothing concerning what she had said, but he refuted all the statements that she made. He evidently knew just what things she would be likely to tell when she went to the Employment Office. He seemed to be making a sincere effort to get at the facts and was very much afraid of the opinion the Personnel Organization might have of him after this instance.