

ROTATIONAL TRAINING STUDY

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1930

DON'T DISCLOSE IDENTITIES

From the beginning of these studies, the identities of the persons involved by attributing without names, or code symbols for real names.

ROTATIONAL TRAINING AS PRACTICED HERE

STATEMENT OF PROBLEM

When the Interviewing and Supervisory Training plan originated there developed the thought that interviewing and conference leading could function as a training for supervisors. There was, therefore, a feature included in our plan which allowed that a supervisor or a potential supervisor be selected by his branch for a transfer to the Industrial Research Division, where he would be trained as either an interviewer or a conference leader for a period not to exceed one year.

This feature has been a subject for discussion since the program originated because of the apparent conflicting nature of our responsibilities. Our duty to the management and to the employee demands that each interview and each conference be administered effectively and, at the same time the training feature of the plan demands that the interviewers and conference leaders be selected, trained and returned periodically. These responsibilities are incompatible, as the effectiveness of the work depends to some extent upon a skill which develops gradually, and as the training feature eliminates the possibility of an experienced staff it, of course, lessens in degree our effectiveness. It is because of this conflict that we have inquired at some length into the value of our work as a training medium.

As a part of these inquiries, we approached all members of our staff who had been returned to their original branch three months prior to August 15, 1930 (the date this study began) with the request that they tell of their experiences and problems after leaving the division.

The following interviews are the result of this inquiry. They contain verbatim reports of the experiences these people related, from which references to personal situations have been omitted. They are submitted as evidence which may give an additional insight into the value of this rotational training feature.

CONCLUSIONS

There is evidence in the interviews which indicates that:

1. Those who are now employed in a supervisory capacity are all -
 - A. Directing their attention towards the possibility of undesirable employee reaction before issuing either orders or reprimands.

*Mr. Penney carried copy of this to U. Y.
Feb 1931 and started it toward Mr. Stalk.*

- B. Making a greater effort to be impartial.
 - C. Feel it their duty to assist employees with their personal problems.
 - D. Looking for extenuating circumstances in the home or personal situations when they observe slumps in production.
2. Many believe that their personal weaknesses have been strengthened.
3. Many find returning to shop routine distasteful, but all are evidently making a satisfactory adjustment.
4. There is an active resistance in many departments to their supervisory methods.
5. An extension of the training to all supervisors should eliminate most of the present friction.

H.C. Moore 60884

August 14, 1930.
Rotational Training Study.
Interview No. 1.

E: "The biggest change that I have noticed since coming back to the department has been in the Foreman. He isn't the same man at all. He used to carry a continuous grouch, and every time he saw me I expected a bawling out for something. Now I notice that he is a little more friendly and a little more considerate. He is still stern and very exactive but I like to work for a man like that. It makes me do a good job; for instance, if he asks me to tell him about a certain order I look up everything I possible can before I go to him because I know that he is going to trip me up if I don't, and I would be a fine fellow to go in to him with information and then have him ask a question that I couldn't answer. He's very shrewd and you never can get away with telling him a lie because he is just as apt to look up the case himself and find out.

"The second day I was back in the department I was standing near the aisle talking to one of my men. I had my back turned toward the aisle and all of a sudden I heard the Foreman's voice saying, 'Good morning'. I almost jumped out of my skin because I hadn't been used to hearing him say anything. He used to pass me up and not speak to me for weeks at a time unless I went out of my way to speak to him, but now he never comes down the aisle but what he has something to say.

"The day before vacation we all quit work a little after eleven o'clock and we were standing with our backs to the lockers. The benches had all been cleaned up and everything was spick and span and we were talking about the good times we were going to have on our vacation. All of a sudden one of the fellows said, 'Jiggers for the old man.' I looked up and he was right on top of us. A couple of the men started to sneak away but I told them, 'Well, he's got us now. We might as well stay and get a bawling out.' When he got up to us he said, 'Well, I see you boys are all ready for the vacation.' He gave us a little talk about not getting hurt and then told us he hoped we would all have a good time. I tell you the fellows appreciated that. They seem to be willing to do anything for him now. They have forgotten all the old fights that they had and are willing to work hard.

"The only thing that is wrong in my department now is the way the Section Head acts. I heard about it from the fellows before I came back. The Section Head had told them that he was going to make me see the mark. He said that he would get me before I had been here very long. I don't know what he had against me, and at first I thought we were going to have a merry row, but then after thinking it over I de-

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cided that the best way to do was to kill him with kindness so I have been trying to do everything that he wants me to do and we really get along very well. Of course, I don't like the way he wants me to handle the men and I don't handle them that way, but I do my best to smooth things over and keep a friendly tone. It wouldn't do any good to fight with him anyway because, being a Section Head, he could put me in a bad light if he wanted to on a number of things.

"A few days after vacation the old man told him to go out and find out what the men in his section thought of the vacation plan. He isn't on very good terms with the men and so he didn't want to talk to them, and he asked me to take a piece of paper and question each one of them. If I found any one that did not like the vacation plan I was supposed to write down what they said about it. I talked to all the fellows and made a few notes and then I came back and wrote up what each of them had said. He came over and looked at what I was writing and asked if I were writing a story book. When I finished I handed in the paper, and he started down towards the office with it, and then he stopped and turned around. He hesitated a while and then I went over to him and said, 'Why don't you sit down and write up those stories in your own words. Maybe the old man would like it better if you did that.' I could see that he didn't want to turn in the paper because the old man would have known that I wrote it. He said he didn't want to do that, but a little later I saw him writing the paper himself. Well, I didn't care about that. I was willing to have him take the credit for it because it helps make a friendly feeling between us.

"Just what did you mean when you said that you were interested in some of the problems that we run up against?"

I: "Well, you know that the year that you spent with us was supposed to be some sort of a training and we wonder what the year's work in interviewing has meant to you, and we are interested in any problems that you have come across in putting over any new ideas."

X: "I have been thinking about that for some time, but you can imagine from what I told you of the Section Head that I've been running into some difficulties. I wondered several times whether I ought to go over and talk to some one about it. I learned a great many things when I was up there but I haven't been able to practice many of them because I am working for a man like the Section Head. I don't want to say that he is ignorant or bullheaded but there is something about him that prevents him from understanding the right way to handle employees. I don't believe that they should expect me to come back here with a lot

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of new ideas and put them into practice when I am working for a man who won't cooperate with me. I have an idea that they ought to send two men from a department instead of one because then we could come back and work together, and we could tell whether the things that we learned up there are any good or not. The way it is now I can't tell whether the things I am trying to do will work or not because as soon as I get an idea started the Section Head comes along and bawls it up. He is forever telling me to get after those fellows; 'show them that you are the boss' and every once in a while he goes in there and swears at them himself."

I: "Just what plans have you started?"

E: "Well, when I came back here I decided to treat everybody the same as I would like to be treated. When I see a man stalling, I don't go up to him and bowl him out. I remember just about how much time he wasted and then when he hands me the work the next morning I ask him if he doesn't think that he could have done a little more. In talking to him then I have the evidence right in my hands because the report that he hands me shows that he didn't do all that he could. In almost every case he will say, 'Well, I didn't feel very good yesterday,' or something of that kind, and then I tell him, 'We will forget about yesterday. Let's try to make up for it today.' In talking to him that way, he goes back to work and feels like working. The next morning of his own accord he will tell me that he made up for the day before."

"Do you remember that man that sits on the aisle? He is one of the best men I have. He works steady and there never is any trouble with his work. That is a particular job, too, and if he didn't watch things closely I would be in hot water most of the time. The other day the Section Head wanted me to bowl him out for not doing enough work. I told him that that man is one of the best workers in the gang and that he is always on the job; that I didn't have the heart to bowl him out. He insisted that I make the fellow work faster so I told him, 'All right', but I didn't say anything to the man at all. What do you think would have happened if I went over and bowled that man out? Three days before this I was stuck with a job and I went to the man and asked him to do all he could for me that day. He asked me how much work I wanted, and I told him that if he turned in two and one-half or possibly three sheets that I would be satisfied. Two sheets is a good day's work for anybody; three sheets is more than has ever been turned out before. The next morning that fellow handed me four sheets. I thanked him and told him I appreciated his working so hard. If I had gone over and bowled him out

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the way the Section Head wanted me to I would have had a fat chance of getting him to speed up the next time I was stuck with work.

"We have a peculiar job. The men are all day work. The work varies so that it is impossible to tell whether it will take two hours on a job or two days. We have the same orders coming in time after time but one time they will be in good shape and the next time they will be corroded or worn so that it takes much longer to do the work. Then the men have to look up all the changes whenever they repair a part. Sometimes that takes an hour, sometimes a half a day. There is absolutely no way that we can check their work. We just have to trust that they will do their best all the time. As I see it now, every time you get one of these men sore he is going to lay down, but if you encourage them and joke along with them they are always willing to do their best.

"Here is another thing that I decided since I came back. When I used to see a man stalling around I went over and told him to get on the job, and if he argued with me I lost my temper and we had a merry row. Now I never argue with them and in that way neither one of us get sore.

"The other day we had a ten thousand lot come in on one order and we had never worked a job like that before. The Section Head came over all excited and wanted a promise when we would have the work done. I told him that we could not give him a promise but I was sure the fellows would do all they could. He told me to go over and get the men to promise the job. I tried to tell him that the men couldn't tell when they would get through with the job, but he wanted me to go over anyway so I went to the two men and asked them when they thought they would be through. They looked at the work that they had left to do and they told me that they didn't know how long it would take. I said, 'Well, what do you think - five days?' They said they didn't think so. 'Well, how about eight days, do you think you can do it in that time?' They thought maybe they could but they didn't know. All of a sudden one of them asked, 'Who sent you over to find out how long it would take us?' I told them that I just wanted to know myself. He said, 'No, you wouldn't ask a &--- fool question like that. Dash must have sent you over.' I tried to convince them that I wanted to know myself but it didn't do any good. They told me that if that ----- wants to know how long this job will take, tell him to come over and find out himself. I kidded them along for a while and got them back to working and they turned out the job in five days. I considered that very good time, and the next time we have a

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job like that I will know how to promise it, but Dash doesn't use any brains when it comes to things like that.

"Here's another thing I learned from the interviewing program. About a month ago one of the girls came over and asked me how to draw out her stock. I told her that the head clerk would take care of that, but then I asked her if she minded telling me why she was drawing it out. I gave her to understand that I didn't want to interfere with her personal affairs and that if she wanted the money that she should get it regardless of anything I told her. I figured for her the money that she had paid in and told her that she only put seventy-five cents a week into the stock but that if she drew out her stock before it was paid for that she would be drawing out one dollar and twenty-five cents a week. That was fifty cents a week that she was throwing away. She told me she wanted to buy some clothes but she thought maybe she could borrow the money from the Building & Loan Association. She had about nine hundred dollars in there. She thought they might loan her fifty dollars on it. I told her to do as she pleased but that if she wanted to draw her stock out she shouldn't feel that I had talked her out of it. In the old days I wouldn't have bothered trying to keep her from withdrawing her stock. I would have told her to go see the head clerk and let it go at that. The next morning she came over and said, 'Dash, if you have time I would like to talk to you again.' That is another way I have changed since I have been on the interviewing program. I always have time to talk to any one. Once in a while I am very busy and I ask them to wait a few minutes but I never forget to go back and ask them what they had to say. Well, this girl told me that she had told her mother about what I had said about the stock and her mother wouldn't let her draw the stock out or borrow money from the Building & Loan, and she had loaned her fifty dollars of her own money. That girl seemed to be tickled to death, and I feel that if I go over and ask her for a rush job that she will do all she can for me. It doesn't pay to get your men down on you.

"They tried to rate this job for a year and a half. They had a rate man in the department all the time. He followed one man around for a year and then he decided that this man was too slick for him and so he started to follow another one around. The second man he picked out was worse than the first and they found that there was so much to each of the jobs that couldn't be figured in advance that it was impossible to do anything with rates unless they kept a rate man or two in the department and rated each order as we received it.

"The Section Head pulled a good one the other day. You see, we

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have trouble getting prints and getting information on some of these old orders. Odd prints get mislaid and then there are changes that we can't get ahold of. One of the men in our gang has a personal friend in one of the drafting departments. Their files are complete and they have every print and every change order that has ever been issued so when we get a job and cannot find the print, I ask this man to see if he can get it from this other department. No one is allowed to borrow prints or get information from their files but this man's friend always helps us out. The other day he was down in our department talking to the man that I send upstairs and the Section Head came along and chased him out. The Section Head got real excited and told him that he was holding up the work, and he also told him never to come down there again. I had a swell time trying to square that up. The next time we went up there he wasn't going to help us out at all, but we finally kidded him until he gave us the information. I told him not to pay any attention to what the Section Head said, and he decided to overlook it. I don't want you to think that I am telling you these things just to complain about the Section Head because things are not that bad, but I am afraid if I work under him very long that I will unconsciously slip back into my old habits and then what good is that year's training going to do. I explained some of this to the Assistant Superintendent when I went up for my fifteen year button. I didn't tell him the trouble I had with the Section Head but I told him that I thought every supervisor in the shop should take that training. I told him how much I thought it had done for me and I tried to show him how much easier it would be to apply some of the things that I have learned if the rest of the supervisors had had that training. He quite agreed with me.

"It puts me in a peculiar position because I can't go over to the Foreman and tell him just what the difficulty is. He would get the wrong impression and think we were fighting like cats and dogs back here and then me telling what would happen. Whatever did happen it would not put me in a very good light. The other day I went down to talk to the Foreman about the job. As soon as I left the desk the Section Head came running over and wanted to know what I was talking to the old man about. I asked him if the old man and I couldn't talk about the weather without his worrying about it. Not long ago I was talking to one of the Gang Bosses in another department. He saw me and as soon as I left this Gang Boss he ran over and asked him what I was telling him. The man told him that it was none of his d--- business.

"At any rate it helps to know that the Foreman has changed so much.

When I went into the interviewing department he called me into the office and told me that this is the first time that a man has been taken from his organization for training and he told me that I should do all I can to make good. I told him I didn't know anything about the work but if it was possible I would make good. This may sound as though I am praising myself; I don't mean it that way, but when I came back he told me that he had had very favorable reports about me. He said that Mr. Dash spoke very highly of me, and he said seeing that I had done so well he would do all he could for me while I worked for him. Well, he gave me a two cent raise last time so I guess he is keeping his promise.

"I hope from all those cases that I have told you that you won't get the idea that I don't like my work here or that I would like to be back on the interviewing work because that isn't the reason that I told it to you. I still have an interest in the interviewing program and I think that if they could work out some plan so that a man wouldn't have to come back to his old job and work under some one who doesn't understand the principles that we have learned over there that it would be much better. I don't suppose that it will ever do me any good but if you can work out something so that a man coming from the interviewing program doesn't get discouraged before he gets a chance to apply the things that he learns it will make it much better for every one."

I: "I wonder if you can tell me what part of the interviewing program meant the most to you."

E: "I don't know just what you mean but I think I learned most by listening to the things the men told me when I was interviewing them. I began to see how the little things meant a whole lot to them. I made up my mind when I heard how bad some of these fellows felt about things the bosses had done that none of my men would ever have cause to feel that way if I could help it."

I: "That's just what I was wondering. I wondered if you felt that you learned most of these things while you were actually interviewing."

E: "It seems to me that that is where I get almost all of my ideas."

"Well, any time I can do anything to help the program along, let me know."

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August 15, 1930.
Rotational Training Study.
Interview No. 8.

E: "I think my year as an interviewer helped me in a great many ways, but the most important one was that it taught me to control my temper. After being up there a while I realized that I had been thinking only of myself and I didn't give a darn what anybody else thought. I have lost my temper many times. I see now how foolish it is because when there is an argument the other fellow should have some consideration. Now that I can see his side of the problem I find that I don't get as mad as I used to. I can say, for this reason alone, that I am glad I spent the year up there. Of course if the training hadn't been offered me I don't suppose I would have missed it because it is very difficult to see just how that training can help me in my present job. If I had a gang of men to handle, the interviewing training would be much more valuable to me, but even as it is, I think it has helped me in teaching me to make friends. It took me some time to get used to going into strange departments and meeting people that I had never seen before. I meet fellows every day that I have interviewed and they all seem glad to see me and stop and talk. I don't think I made any enemies while on that job; at least if I did make some I don't know about them.

"I had trouble with one supervisor. He is an interviewer now. He furnished me with more unfavorable comments on the interviewing program than any one else. I wonder what the interviewing training will do for him. He kept me standing around waiting for men almost every time I went to him. He often said, 'Do you think I have nothing else to do but wait on you? I am busy. You will have to wait until I get time to get your man.' Sometimes he would make me stand around fifteen or twenty minutes until he got good and ready to get up. I wonder what he thinks of those actions now. I think he must understand that that is not the right attitude because he often comes in to see me. He was here just the other day and we talked about the interviewing program.

"My present job was made much easier for me by placing me next to a man who had been an interviewer. I did not know any one in this department to talk to and Dash and I had spent quite a bit of time talking about interviews. I was a little afraid when they transferred me back to the old department that I would have difficulty getting back into the harness. The first day was terrible. I just didn't feel like getting in and making piece work, but inside of a week I was turning out almost as much work as I had been turning out before I left. That Friday the Foreman called me and told me he was going to transfer me down here. He didn't tell me anything about the

job I was going to have so I was afraid I wouldn't be able to do the work. I knew nothing about wiring. I can't even handle a soldering iron at home. I was afraid they would put me on that job. When I came over here and found that I was going to do this work I was fairly sure that I would be all right because I had handled this same kind of a job before. It took me about a month to get settled down so that I could turn out the work, but now I feel very well satisfied. If I could be making just as much money on the other job I wouldn't mind working at it, but this work is all right, too.

"I think the Foreman here is a square shooter. He is very gruff and he expects you to do a good day's work but I think if a man does that that he will do anything he possibly can for him. I have been very careful to turn out accurate work, and I haven't made any mistake as yet that cost the Company money. I better knock on wood because a mistake is apt to happen at any time. Two or three times lately wiremen have brought blueprints to me that did not agree with the job. We have rather an elaborate system for keeping track of each job and the man who laid out the job is supposed to fix any trouble, but it often takes fifteen or twenty minutes to find out who laid out the job and so in order to save the wiremen time I have looked up the dope myself. They seem to appreciate that. I feel that I am making friends by doing it.

"I have been looking over the jobs on the floor - I mean the Gang Bess jobs. I really believe I like my work better than I would theirs. They are in hot water most of the time. It is no snap trying to keep these boys moving with all the trouble that they have to contend with. The Foreman is forever barking at them. Of course I know that he doesn't mean all that he says but still they have to be on their toes.

"There is one thing that I did while I was on the interviewing program and I think it made me satisfied to go back on my old job. I looked over every department that I interviewed in to see just what kind of work they were doing and how much money the men made and about conditions in general. I didn't find a single department where everything was as pleasant or where the money could be made as easily as in the old department. I told the fellows over there, while I was still on the interviewing program, that they would not find a place in the Plant which is nearly as good as the job they have. They make good money over there. Some of them can make as high as one dollar and twenty cents an hour, and the Foreman is very lenient. They are all dreading the time when they will have to come back to Hawthorne because they do lots of things over there that they couldn't get away with when they were here.

"One man in that department thought he could better himself by getting a transfer but he wasn't off the job only a few months and he was asking to come back. He stopped me one day when I went through his department to see if I couldn't do something to get him back. The Foreman told him that he wouldn't take him back, and he lost two or three days' pay trying to get back. You see, he laid off a day here and then would go over to see the Foreman until finally the Foreman took him back. I don't think he will ever ask for a transfer again.

"One thing I can't understand and that is why they picked me for the interviewing. They sent several men up there who were not supervisors. I didn't think they would do that because that training is so much more valuable for supervisors."

I: "Have you any idea why they picked you?"

He: "I know only that they told me I was an outstanding man. I didn't realize that until they told me that I was going to be transferred. I hadn't given it a thought, but I guess my efficiency and my earnings were about as high as any one's in the department. I believe they were about the second highest. There were only two then that were making more money than I.

"There are two supervisors in this department that would do well to get into that interviewing. I think they do a lot of harm and they make more enemies than they do friends by just trying to have everything their own way. After being all over the Plant I can realize that we are all working for one Company and that we should all cooperate.

"In my work I am supposed to call the engineer and get him to come down and straighten out trouble. Then he is supposed to issue a long-hand copy so that we will be protected if we go ahead and work the job. Then after he does that I have orders to turn in a complaint so that the mistake will go on record. That doesn't seem quite fair to me and so far I haven't turned in any complaints unless it was absolutely necessary. I think I get better cooperation from the engineers by not doing it. There are two fellows up there that I deal with that don't know what cooperation means. I feel like turning in complaints against them. They take two or three days sometimes to get those long-hand copies down to me. That will leave me in a fine mess some day if I go ahead and make a change so as to keep the board moving here and then something goes wrong because I am not protected at all without this long-hand copy. I spent three hours yesterday afternoon with one of them and I feel like turning in a complaint, but I guess I'll give them another chance to see if they won't work with me."

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August 16, 1930.
Rotational Training Study.
Interview No. 3.

E: "I think my work as an interviewer made me more observant. Of course, I am not a supervisor now and in that way it helped me more outside of the Plant than it did here. I think I watch for little things that I didn't see before; for instance, the other night I went to a children's entertainment. There were several canaries on one side of the room and their singing created quite a disturbance. A girl was singing a solo and the side of her face that was towards the birds seemed to be tense; whereas the other side of her face was relaxed. A little later they had a boy on the program. He was very embarrassed. He could not hold his hands still. He kept twisting his handkerchief and fumbling around with something while he was making his speech. I said to myself at the time, 'There's a boy that needs special attention. If his teachers would watch him closely they would see the same thing.'

"It has also made me more tolerant of other people. I am willing to put myself out more than I used to; for instance, I have a young nephew who stays with me. His questions often annoy me, especially when I am busy. I used to be very short with him whenever he bothered me, but now whenever I catch myself doing that I always go back a little later and do something nice for him. I know my nephew thinks a lot more of me now than he used to.

"While I was upstairs I developed a real interest in psychology. I think everybody up there gets that to a certain extent. I took a course last year under Professor Korhauser. This year I am taking a course from the library."

I: "What do you get out of your studies in psychology?"

E: "I think I have developed an interest in people. Of course that is the same thing that you get from the interview, but psychology helps you to understand them a little better. When I came downstairs the Foreman told the Personnel man that he didn't think that I was much interested in supervision. I asked him what he thought I took up psychology for if I was not interested in supervision. I don't think I'll ever have a supervisory job here. I don't know that I'd want one under the present conditions. If I were to have a supervisory job I would want to work for a man whom I could look up to as an ideal; some one that I could say, 'There is a man that I would like to be like.' But I haven't seen one supervisor in the shop about whom I could say that; for instance, if you work for a man who is rough

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or unclean or one who spits tobacco juice around, you sort of lose respect for him.

"I think the main trouble with our shop is that they rush the men too much. They don't give a man time to do his work properly. That goes for supervisors as well as piece work operators. Before I went to the interviewing department my job was in a bad fix and I suppose I got a black eye from that, but they had me doing twice as much work as I should have been doing so that I couldn't take care of anything properly. I think that the Foreman should be a Personnel man and that he should have no worries about schedules or production at all. His duties should only be to understand the men and advise them. I believe that if a man in that capacity could spend all the time he wanted to on a problem that he would solve it satisfactorily, but I don't believe that they will ever be able to handle men properly as long as they are primarily interested in production.

"The first time I was in the Industrial Relations Branch it hurt me terribly when they put me back in the shop. I think it took me about six months to become reconciled to the job, but this time when I came back it didn't bother me nearly as much. I really like this job because I think there is a chance that I may get into the Engineering Branch some day. This work is very complicated. I have a great deal to learn, and if I can master the job so that they will take me as an engineer I will be very well satisfied. The work up there is nice and I understand there is no limit to the salary.

"Do you know that it took me about six months before I liked Mr. Dush? I sat beside him when the department first started, and I formed the opinion that he was stuck-up and rather snobby, but after I had been taking interviews for some time I changed my opinion. I began to realize then that he was very broadminded. I remember one day I asked him to let me off to see a football game. He kidded me a bit at first but then he told me that it was all right for me to go. He said that he felt that a half day off now and then did the Company as much good as it did me because he believed that I would come back and do a better job after having a good time. Now, there aren't many supervisors that look at a thing that way. I don't really think that he has much use for me yet, but I can truthfully say that I have more respect for him than I had at first."

I: "What makes you think that he has no use for you?"

E: "I don't know. Probably it is just my imagination, but I feel

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that anyway.

"Yes, I can say that the most important thing that I learned was to appreciate other people's difficulties. I listened to so many stories from people who were in trouble that I can see how fortunate I am. Sometimes when I think I have a little trouble myself I get to thinking about the difficulties of some of the boys that I talked to. That helps me stop worrying about myself.

"Taking everything into consideration, I can say that I am glad that I spent the year upstairs, and I believe it has helped me personally, even though I don't see how the Company is going to get much out of it."

UNIVERSITY OF WISCONSIN - MILWAUKEE

August 31, 1933.
Rotational Training Study.
Interview No. 4.

E: "I have met with several obstacles in trying to apply the things that I have learned as an interviewer. No one actually tries to work against me but they don't see things the same way that I do. Our Foreman believes that production is the most important thing. If one of my girl's production drops for a day he won't see any excuse for it. I believe I have a very conscientious group. Some of them even want to work through the noon hour when they are having difficulty making their bogey, but we have a lot of trouble with some of our material. The Foreman knows of this trouble and so does every one else. We have had engineers trying to find a remedy for it for years and it seems that there is absolutely nothing that can be done about it.

"You see, some of our filaments are very brittle and it is impossible for the girls to handle them. As soon as they touch them the wire crumbles. It doesn't take any brains to know when you have a batch that is bad. I can tell it when I give it to the girls, and whenever I have to hand out that kind of material I tell the girl to do the best she can. I don't ask her to try and make her bogey because that is impossible but it does absolutely no good for me to try to tell the Foreman that I gave the girl this poor material. He thinks that she should make the bogey anyway. He told me one day not to tell my operators that the filament was poor. That's foolishness because a girl that is working on that stuff day after day knows poor material better than I do.

"I wouldn't mind if the Foreman would be satisfied with bawling me out but he gets the Section Head or sometimes he comes down himself. The Foreman seems to think that we have some girls that ride along on their service record. I will admit that they do take advantage of that in some ways. The girls with long service expect a break when we are selecting people for night work or overtime, but as far as production goes, I think they are willing to hold up their end.

"The Section Head and Foreman are both fine fellows personally but the Section Head doesn't use his head when it comes to talking to the operators. The Foreman will ride him about something and he will come tearing down the aisle with nothing in his head except the words the Foreman has just put in his mouth. I have made a practice since I came back from the interviewing program to think several times before I bawl any one out. The Foreman may tell me to bawl certain girls out but if

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I know that they have had to work with poor material I never say a word to them. I don't think I should as it seems to me that we have to deal differently with each individual. It is impossible to treat a group alike because they won't all respond to the same treatment. Some will respond to kindness and others will only take advantage of it, and then, you know, there are certain people that you never could satisfy. They are what I call chronic kickers. I have several of them in my gang. It is impossible to please them. If I satisfy them in one thing they will find something else to complain of. One of these girls was growling the other day about her material. It wasn't very good but still we have had to work with a lot worse, but she just felt like grumbling. She finally told me that if I didn't get her something else to work on that she was going to go home. I knew that she was too tight to lay off and so I told her that if she wanted to go home I would get her a pass. She decided to stay and make the best of it and that stopped her grumbling for that day. I couldn't have done that with many operators but I knew this operator and I knew that was the way to handle her.

"I noticed these same kickers when I was interviewing. Almost every one in certain gangs would think they had a fine job and then you would find two or three that complained about everything. There is no use trying to be nice to those kind. I have one girl that is sickly. She has a habit of fainting every time she gets excited. I have to be very careful with her. I let her get away with things that no one else could. The other day the operator working next to her was having a little argument with me. She wanted me to do something that I didn't think was fair to the rest, and when I absolutely refused, this other girl jumped in and started to lay me out. She told me that I was too bullheaded. Now, that was no way to talk to a Gang Boss but I knew that this girl was sick and so I didn't say a word to her. I turned around and walked away. In about ten minutes the interviewer came along and took this girl out for an interview. Now, I don't know what she told the interviewer and I don't care for my part. I think I did right, and if anything, I was too lenient with her. She was gone with the interviewer about three hours. After she came back her disposition had changed entirely. That was about three days ago and she has been good-natured ever since.

"I think there are a great many Gang Bosses that need that interviewing training. I have found so many of them that don't know the meaning of cooperation. I don't have very much to do with them on this job but in my old department I had to deal with several of them. Some of them would treat me as though I was dirt under their feet. They were probably young Gang Bosses that hadn't been on the job very long,

but if they were treating me that way you can imagine how they are treating those under them.

"They started a rest period not very long ago. They went along for about two weeks with the rest period but our production dropped quite a bit. This bothered the Foreman until finally he told me to tell the operators that they could not have a rest period unless they made their bogey. Well, that was just the same as taking the rest period away from them. I put through the order as I had been told because there was nothing else for me to do. If I hadn't told the girls that, he could have called me for insubordination. After that had been going along for a little time one of the girls went up to see [redacted] for her thirty year button. Among other things he asked her how she liked the rest period. She told him that they were not getting one any more. I guess that started the wires burning, because I know they had everybody on the carpet. But I want to say this much for the Foreman, he didn't try to shift the blame to me. The General Foreman had to make out a report explaining why the rest periods had been taken away. He asked me if they couldn't say that the girls had given up the rest period voluntarily. I told him that he could say that but it wouldn't be the truth because I had issued definite orders for that saying that they couldn't have the rest period unless they were up to their bogey. Well, that's all quieted down now. The girls get their rest periods regularly and I think it is a good thing, and it seems interesting to me, too. Their production has dropped noticeably but they are making more money.

"You see, when I came down here I was told that I must add 50% to every schedule because there was about 50% of the parts that were either spoiled or rejected by the Inspection Department. I noticed that as soon as I came into the department and I thought that if I were going to make a name for myself that that was a good place to start. I tried to start that by keeping a record of each operator. I kept it so that they could see just how many defective parts they made. I have a girl that does nothing but check the work. Every so often she takes a hundred lamps from an operator and checks them up to see how many are defective. If they are running too high she calls my attention to it and we find out what the matter is. It is usually this poor material, but when I started keeping that record the defective parts averaged around 5%. The other day I showed my record to the Foreman and he drew a bracket around those from 1.4% to 5% and asked me what was the matter with those operators. You see, he expects a girl to have only from one to two per cent defective now, but I feel that this rest period has done more than anything else to help the

quality. I think the girls are working under a nervous tension. Of course they don't notice it but after they go along at that speed for a certain length of time they start making defective parts. Now, this rest period comes just about the time that they begin to get tired, I believe, but of course I have no figures to show that the rest period is responsible for their better job.

"I was disappointed when I first came into this department. I knew a little bit about the game before I came here because as soon as I heard I was coming into this department I got all the interviews from this section and read them. There were several complaints about partiality, and there seemed to be a lot of grumbling about most everything. I think that is the reason they practically cleaned out the whole gang of supervisors. I don't know whether it was the effect of the other supervisors or not, but when I came here I tried to be fair with everybody. I was very careful not to show favors to any one, but the girls didn't seem to appreciate that. The ones that had been shown partiality were sore because they didn't get it, and the other ones seemed to feel that it was their turn to have favors. I have always handled my people as individuals. I have tried to be as lenient as I possibly could because I always felt I would get better results from a gang that felt kindly towards me. If there has been any fault in my supervision it has been that I have been too much that way.

"I was glad to go through that interviewing training. I have had ideals about supervision for a good many years and after I had been interviewing for some time I found that those things were recognized as good qualities in a supervisor. I think it did me a lot of good to know that I had been doing the right thing because I have been told enough times that I am too easy and that I don't bowl people out enough. I was given an opportunity while interviewing to notice the effects of supervisors who made iron-clad rules and made every one in their gang toe the mark. That method of supervision is absolutely impossible; for instance, they have some trouble with our night operators. The girls don't like to work nights and they don't want to work any more than they can help. Of course, there are a few that will work, but we have to force some of them. I have one girl that came back from the hospital recently. She had had an operation for appendicitis and she was only out three weeks when she came back to work. I didn't feel that she was very strong and so when it came her turn to go on nights I told her she needn't go for another month, and I had a squabble with the rest of the girls because they thought I was showing partiality, but I think I did right, so I told them they could see the Foreman if they wanted to but I wouldn't let that girl work nights.

"We had another case where the girl came and asked me to go on nights. She is the one that is very disagreeable at times. I knew that she wasn't well enough to work. I have had orders from the Foreman to let any one work nights that would, but in this case I didn't think it was right and so I told the girl that she had better not work nights. When she insisted I told her that I would put her on nights for a month and if she was satisfied with it and felt all right that she could work as long as she liked, but if she felt sick she could come back on days at any time. She stayed on nights about three months and then the hospital told her she wasn't fit to work and that she must go back on days. I feel that I did right in that case but I don't believe the Foreman would have seen it as I did. He wouldn't have been interested in the girl's health. He would have felt that if she wants to work nights let her, but I feel that if some of them don't know how to take care of themselves that we ought to help them.

"After I had been in the department about a week the Foreman called me in about ten minutes to five and told me to pick out a girl to work nights. I didn't know the girls very well and so I hurried down and picked out a girl that looked very young because I thought she would have the least service. She didn't want to work nights. She raised an awful holler, and finally she went to the Foreman. He didn't listen to her story either and told her that if I picked her to work nights she would have to work. The next morning I looked up that girl's record and found that she had nineteen years' service. I felt bad about our argument the night before because the girl was right. I shouldn't have forced her to work nights because we had always considered service, but the girl didn't say a word about her service either to me or to the Foreman. She was just up in the air and we didn't know what she was talking about, but I went to that girl and apologized as soon as I could and I did my best to get her back on days. That taught me to think about an order several times before I executed it. I try to see how much harm it will do and how necessary it is before I issue an order. I think if I continue with that policy I won't make any more mistakes.

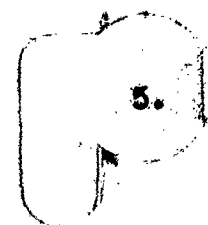
"The only thing I can say that the interviewing really did for me was to show that my method of supervision was right. I don't think that I was very much of a success as an interviewer. I had too many people that didn't want to talk. I didn't know what to do with them. I think I tried harder on that job than I have on any other, but I just couldn't get some of them to talk, but I am glad I was up there anyway. Then, I think I earned my money even though I wasn't considered a very good interviewer. I used to feel sorry for some of the boys when they

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told me their troubles. I think I did them a lot of good. I guess that was one of my big faults as an interviewer - I talked too much. Whenever I found some one that was having a mighty tough time I would close the interviewing notebook and talk to them. I think I made a lot of them feel better. I remember one kid, he was having the same difficulties that my boy had had. He felt that he ought to go to school but he had expenses at home and didn't know how he was going to do it. He also was looking for an easy course to take. I talked to him for about an hour and when I got through he said, 'Well, I guess the only thing for me to do is to go to school.' I know he felt much better to have that worry off his mind. So many of these young fellows think that they ought to go to school but they have no idea what they want to study. My oldest boy wanted to take a technical course in high school. That lad was no more fitted for a technical course than anything. He couldn't even fix his bicycle when it broke down. He either left it laying in the yard or down in the basement until I fixed it for him. He heard some one say that a technical course was the thing to take; that it wasn't very hard, and things like that so that is why he wanted to take it. Now my other boy wants to take a technical course but that is all right for him. He has always been interested in those things.

"I know it wasn't very good interviewing technique but I used to talk to some of these fellows just the same way I talk to my own boys, and I think I had their good will when I got through. That ought to be worth something to the Company even if I didn't take a good interview. I was up to my old department the other day and I thought I never would get away from the boys. I don't like to talk about myself this way because it sounds as though I was bragging, but I don't mean it that way.

"I believe that Gang Bosses should do everything in their power to get the good will of their men. If they can't do it one way they should get it another. That and cooperation are the important things in supervision, and if the interviewing program teaches those things to every Gang Boss, I think they will be doing a great work."



August 23, 1950.
Rotational Training Study.
Interview No. 5.

It: "I have enjoyed my work since I came back from the interviewing department very much. When I came here the place was a madhouse. The schedule was very high and we were working overtime and all day Saturdays and Sundays. The girls were fighting and arguing among themselves and there seemed to be trouble all over the department. Nothing was going right and the Foreman had about given up in despair. He seemed very glad to see me and gave me a gang of girls to take care of and then I had charge of all the girls in the department.

"I feel that I have been a help to the Foreman in straightening things out here, and one of the most important reasons for my success is that I have had wonderful cooperation from every one in the department. Every suggestion that I have made either to the Foreman or to the supervisors has been adopted but I had to be careful in making these suggestions; for instance, if a girl was having trouble on a job and wanted a change of work I always told the Gang Boss and the Section Chief about it and asked them to do what they could before I went to the Foreman.

"We had one group of girls that were in a terrible shape. The girls were arguing among themselves and every day two or three of them would be in tears. I had an awful time trying to straighten that out because I couldn't find out who was the instigator. Every girl in the gang seemed to be looking for little things so that they could talk about some one else. At first I decided to call each girl in the gang up to my desk and have a talk with them. I told each of them that I had noticed that they were having trouble and that they weren't getting along together and I asked them to tell me all about it. I talked to about half of the girls and I found that I couldn't get anything out of them. They told me all about what was happening but they shifted the blame for the trouble from one to another so that I didn't know who to blame. It was so foolish, too, because the least little slip a girl would make the whole gang would take it up and then by the time the story circulated around, her character looked bad. Most of the time it was about things that went on outside of the Plant. One girl would find out something another girl had done and she would spread it all over the gang. That upset the girl so that she wouldn't be able to work all day. I finally had to give up talking to the girls individually. I told the Foreman that I wasn't making any headway and asked him if I could get the entire group together and talk to them. He told me I could do anything I wanted to if I could only straighten out their difficulties. He said he would get me a conference room and he would do anything I liked. I told him that that wasn't necessary. We have a cage, it is

away from the rest of the department, and so I called all the girls over there and I talked to them for about an hour and a half. I told them how bad their actions looked in the department and how much harm they were doing themselves. I told them that the Foreman was just about through feeling with them and that I felt the same way. I asked them if they thought they could find work better than the work they were doing here. They all broke out in a chorus and said, 'No.' They said they didn't want to be transferred. I told them that it wasn't a case of getting transferred because the Foreman wouldn't transfer girls that acted the way they did; that they would be fired unless things straightened out. You know, those girls came out of that room and a good many of them were crying, but we have had very little trouble with them since.

"During this time I had made up my mind who was the instigator of the trouble. She was a married woman and her husband came into the department four or five times a day to talk to her. I guess he knew some of the fellows that these girls went with and that is how they got the stories started around the group. Every time he would hear something he came in and told his wife about it and then she would spread it around. Well, the first thing I did was to bar him from the department. I told him that he was causing trouble among the girls and that he couldn't do his own work when he was down here so much. Later I noticed that he would sneak in when he thought I wasn't looking. The Foreman caught him two or three times and he ordered him out, but no matter what I said or what I did it seemed as though he came in every once in a while and then there was trouble. The Foreman finally got tired of feeling around and so he told me to have that girl's time made out, and then he went to see her husband's boss and the man was fired, too. That was the last trouble we had that was serious.

"I have been in the habit of making a round of the department five or six times a day. I just walk around and if I see a girl that looks discouraged or tired, I stop and talk to her and cheer her up a little bit. I know that is doing them all a lot of good because I can see after I go away that they start laughing and talking. I have found almost every girl that seems to be discouraged is having trouble at home. All of the difficulties seem to be in the home conditions. It was funny the first few times I went over and talked to girls that weren't in my gang. Everybody in the department had their eyes on me. I didn't notice it at first but the Foreman told me that it was interesting to watch the girls follow me with their eyes. After that I began to notice it and I saw that they were wondering what I was telling the girl and what the trouble was, and so I decided that that wasn't a good thing. I made up my mind that I wouldn't pick out any particular girls to talk to after that. Now I have

talked to them all so many times that most of them know that I only have a few words of cheer for them and they don't wonder any more what I am talking about. Most of them go right on with their work. I have to be very careful about making the girls that I am talking to feel conspicuous.

"I think we have a wonderful arrangement here. All our supervisors are of the highest type. They never bend the girls out; that is left for me. If they notice a girl in trouble or if they notice an argument between two girls they come over and report it to me and I try to find out what the trouble is. But I find it is the best policy never to talk to a girl when she is mad. If I find a serious argument between two girls I watch them and wait until they are both settled back to work. Then I go over and tell them I noticed they were having a little trouble and try to find out what the cause of it was. I think I have been very successful in straightening these things out. I haven't had a nasty word from any of them.

"I had one girl a few months ago who had been here a long time, but she wasn't able to make her bogey. They had been transferring her from one job to another trying to find something that she could do. The bogey here is fairly hard to make but yet it is not too hard and most of the girls are able to make it all right, but this girl seemed to have taken the attitude that she could do as she pleased, and when she didn't feel like working, she didn't. I talked to her a long time one day and she said that she was doing all she could; she couldn't do any more. I explained to her that she had taken the wrong attitude and that any girl that says, 'I can't' isn't trying. I told her that when I was a little girl my mother had told me to take 'can't' and 'won't' out of my vocabulary. She told me always to say that I would try. I told the girl that I had remembered that all my life and that I thought a great many of the things I had done had been because I always said that I would try no matter what they asked me to do. When I left her I said, 'The next time the Foreman talks to you about your bogey you tell him that you are going to try to do better. It doesn't matter whether you improve only one part a day, if you will only do that for a little while I think you will find it much better.' Then I got ahead of the Gang Boss and Section Head and told them to leave the girl on her present job for a month or two so that we could see if she wouldn't work better. The other day the girl came over and told me she was doing just fine now. She said everybody is nice to her and that things are going just fine. I looked up her record and I found that her production is almost up to the rest of the girls. I told her, 'Now, you see, you are trying.' She said, 'Yes, I really am.'

"One of my girls has a very bad home situation. She has a father who is very strict with her. She is twenty-two or twenty-three years old and she has a boy friend that she goes out with regularly, but she has to be home at ten o'clock every night. If she doesn't come home her father locks the door. It is almost impossible to go to a show and get home by ten o'clock. Her father locks the door and she can ring the bell as long as she wants to but no one will answer it. Whenever that happens she usually goes over to her aunt's and sleeps there. Her mother died two weeks ago and that has hurt her more than anything else because she used to go to her mother and talk to her about the troubles she has with her father. Her mother sympathized with her. She knew she was a good girl but she didn't dare to come down and open that door after her father had locked it. Now that her mother is gone she doesn't know what to do. I know the girl is all right. She isn't a rowdy or anything like that, and so the other day I asked her why she didn't go home and have a heart to heart talk with her father. I told her to tell him that she was old enough now so that she ought to go out and have social contacts outside of the family. I told her that it wasn't good for her to stay at home all the time. I told her to be careful of her attitude and not to act as though she had been hurt but put it up to her father in a nice way and see what he said then. I haven't heard from her since so I don't know how this is going to come out, but we have been able to work out every problem we have run into so far and so I guess we will find a way to work this one out.

"The other day one of the girls was crying. She said the Gang Boss had it in for her. I told her, 'No, the Gang Boss hasn't got it in for you. You have one of the finest Gang Bosses that we have on the floor.' She said he moved her around from job to job and whenever she failed to make her buyer he told her about it. I said, 'Now, see here. This Gang Boss hasn't got it in for you at all. The reason he moves you around from job to job is because you are a girl who can be trusted to do any kind of work. You should look at that as a compliment.' Then she said that the Gang Boss never spoke to her. I asked her if she had ever tried speaking to him. She told me she didn't; that she didn't think he liked her. I said, 'I'll tell you what you do. Tomorrow morning when you come in here and you pass the Gang Boss, say good morning to him and then see if he doesn't talk to you. When Dash asks you to go on another job tell him certainly you will; that you would be glad to do it. You do those two things and see how you get along.' She said that she would try it, so I went over and talked to her Gang Boss. I told him to notice if the girl spoke to him the next morning, and I asked him to change her work around two or three o'clock in the afternoon. He said he would, and the next day he told me that the girl spoke to him in the morning and when he

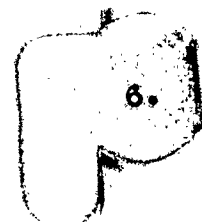
changed her job she said she would be glad to work there. A little while ago the girl came over and said that she and the Gang Boss were good friends now.

"After I had been here only a short time I overheard a Gang Boss swear at one of the clerks in our office. After the Gang Boss left, the girl cried about it. I knew right then that I would have to put a stop to that kind of talk and so I went to his Section Head and told him that he would have to warn this Gang Boss to be more careful of his language. I thought that if he talked that way to a clerk that he must be talking the same way to his girls. The Section Head agreed with me and had a good talk with the Gang Boss, and I guess he straightened him out because I haven't heard any complaints about him. In getting around the way I do I would hear about it if anything was wrong.

"I am very glad I had the training in the interviewing department. It has taught me a number of things, but I think the most important thing was that it taught me how to approach people. That seems to me to be the principle difficulty in my kind of work. Every case has to be approached differently and if I am not very careful in the way I handle them I will get into trouble. I think I have much more confidence in myself after having had the interviewing training.

"I am handling all the cases where the girls get sick or where they faint. That is a much better arrangement than they had before. Each Gang Boss used to take care of his own girls and most of them embarrassed the girls terribly when they wanted to find out what was the matter. I have made an effort to get the girls out of the department before they faint. I told them to tell me when they begin to feel badly and then I take them into the locker room. I get them on to the couch. In almost every case I just barely get them into the room when they fall on the couch. Then I go out and get one of the Gang Bosses to call the cart and I go over with them to the hospital. That is a much better arrangement than having them drop in the department because it causes such a commotion that it makes the girl very conspicuous. Last week I had five girls faint and I got four of them into the locker room. I think that saves the girls a lot of embarrassment.

"I talked to the General Foreman when I came back from the interviewing department. He was explaining my new work to me. He told me that my Foreman wanted me back two months before my training was up, and I am glad they didn't bring me back because I value all the time I spent up there. I hated to leave but after I got back here and found such a nice job waiting for me I am very happy now, too."



August 25, 1930.
Rotational Training Study.
Interview No. 6.

Hi "I have been kind of looking for you. Miss Dash told me that you had been over to see her. She didn't tell me anything about what you wanted.

"I was sorry to leave the interviewing because I think that it did me a great deal of good. I don't know just what it was but I feel different since I left there. I think it helped me to know how to talk to the girls. I didn't use much of it when I first came down here because we were awfully busy. They were away behind in the work and we were working overtime every night. This kept me running around until I didn't know what I was doing.

"I didn't know anything about the job at this end of the room. I think it is the only job in the department that I didn't understand and so it took me a little while to get on to the thing, and then I had some resistance from the girls. They didn't like me very well. They thought I was stuck-up and that I acted too important and a lot of other things, but I finally got around them and now that they've gotten to know me a little better we get along fine. I had forty-five girls at first and it kept me busy supplying them with work. I didn't have much time to be bothered with their troubles, but after a while I got a chance to do something for them now and then and they began to loosen up a little bit.

"The Gang Boss is a little more stern than I think he should be and at first the girls all went to him with their complaints. He usually turned them down and then I noticed that they were blue or I would overhear them talking together, and then I would go to the Gang Boss and try to get him to change his mind. He was very good about cooperating with me. He said, 'Well, if you think she ought to do it go ahead.' Every time the bogey figures came down he used to get all the girls that were low and haul them out. I began to figure that there was something wrong because some of these girls were good workers and they felt very bad to get hauled out. I finally found out that they weren't turning in their time right. They were afraid to put in the time that they hadn't been working as day work because they thought the boss would think that they were just stalling, so they had been putting this time every day against their bogey. As soon as they put in their time right their bogey went up to where it belonged. I worked on bogey long enough to know that you have to watch things like that if you want to make any kind of a showing.

"I used to fight for them just as though I were fighting for myself,

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and I think they all appreciated it because when work got slack the girls all said that they were sorry they were going to leave my gang. Finally, the work got so slow about two months ago that they told me I would have to go back on the bench. It was hard to make that change after doing the other work but I realized that it wasn't because I had fallen down on the job, and so I didn't feel so bad about it. I have wished a good many times lately that they needed some more interviewers.

"I am not confined to the one job. I have quite a bit of running around to do so really it isn't very bad. A lot of the girls still come to me with their troubles and that makes it interesting even though I am not supposed to do anything about it. There is a lot of arguing and fighting going on among the girls here. Most of them are married and it seems as though they are a pretty lot anyway. The funny part of all of these arguments are that they don't amount to anything in the first place. Some girl will get some new clothes or some new furniture and the rest of them will all be jealous when she tells them about it. I usually tell them that they would be a lot better off if they didn't blab everything around the department because as soon as they tell about these new things all the girls start talking about it and pretty soon one of them says something nasty about how she happened to be able to afford it and then the fight is on. They would be much better off if they kept quiet. There is no sense to telling your troubles anyway. It seems funny that these girls have to talk so much. The rest of the department isn't interested in hearing about them and it always starts trouble. Whenever I hear of some one in trouble I do all I can to cheer her up. Sometimes I tell her about some of the terrible things that I heard while I was interviewing. I let them know in that way that there are lots of people worse off than they are, and that usually sends them away feeling better.

"There is one girl in the department now that seems to be getting ready to cause a lot of trouble. Nobody can get along with her. I tried awfully hard when I came back here to be nice to her but she just won't let you. When I came in in the morning I took special pains to say 'Good morning' to her and most of the time she would pass me up. She would toss her head up in the air and walk away as though she didn't want me to speak to her, and then if I wouldn't speak to her she would say, 'Good morning' to me and then I would say, 'Good morning' just as though I hadn't seen her, but it made it hard to know what to do. I think there are only two girls in the department that will even talk to her. I don't know what is the matter with her. I hear her whole family is that way. About a month ago I noticed that she looked blue and dis-

couraged so I told her to cheer up; that it would soon be five o'clock and she could go home. She said, 'Oh, h---. I don't want to go home. I don't care if I never go home.' She didn't tell me very much more then but every once in a while she tells me about how her husband is nagging her and one thing or another so I think they will be breaking up before long. She is a loud mouth anyway and her dearest friend sits next to her and so she tells her all the things that go on at home and everybody in the department knows about it before long. I know what is going to happen before long if she doesn't keep her big mouth shut. She is going to take all of these girls out and trim them up. She's done that before. Most of the things I know about her I have heard from some one else and by the time they get to me they sound awful. I understand her old man has got her bulldozed so that he can do just about as he pleases with her, and then there is a little cheating going on there, too, but it will blow off before long and we will have an awful rumour; I know it. I tried to get her to keep quiet about her personal affairs but I guess she just can't do it.

"It was a lucky break for me the day they told me to come up to the interviewing department. They waited until eleven o'clock on Saturday. I guess they did that on purpose because I was so excited that I didn't know what I was doing the rest of the day. There are a lot of jealous cats around here that don't think I should have been given a chance to go up there but I can't help those things. I try to be nice to them anyway. I hear all the things they say about me. They call me forward and fresh and snobbish but I think I have earned everything that has come to me. I'll admit I have had a great many lucky breaks but I think that is because I always was willing to put my hand to everything. There is not a job in the department that I haven't tackled. Whenever I see one that seems to be particularly hard or heavy I always try to do it for a little while if I get a chance.

"There is one job that only one man in the department could handle. I was working next to him doing the next operation. One day he was off and so I went over to his bench and tried to assemble the apparatus. It was complicated all right but I picked up a little bit from watching him and so I knew a little bit about it. When I finished assembling the first part I looked up and the Assistant Foreman was standing in front of me. He asked me what I was doing and I told him that I was just feeling around but I wouldn't do it again. I did though two or three times but I didn't get caught. About a week later he told me that he was going to teach me the job.

"I have always been that way. I guess it is because I am sort of a

tomboy. I remember when I was a kid I would rather be out in the alley playing ball with the boys than I would washing the dishes.

"I sometimes wonder what is in store for me here, but that is one thing there is no use worrying about. I am lucky to have a job the way things are going now. The interviews made me realize that no matter how bad things were they could get worse. Gee, when I first went over there and heard some of those terrible stories they upset me something awful. I am a little nervous sometimes anyway and I have a habit when I feel that way of drinking a glass of hot milk before I go to bed, but there were lots of nights that the hot milk didn't do any good. I would get to thinking about some poor girl and what a terrible time she was having and I would get so worked up about it that I couldn't do anything but howl. One time I felt so bad that my sister tried to find out what was the matter with me. I wouldn't tell her. I thought that it was none of her business, and in the first place we weren't supposed to talk about it, and then it would have only made her feel just as bad as it did me. My sister gave me a good panning then. She told me that I couldn't let a job get ahead of me that way and if I didn't learn to look at things differently I would have to get a change. I guess I was nervous and crabby for a while because I was trying so hard to make good. I had never done anything of that kind before and it all seemed so strange. I guess I didn't have more than my share of girls that didn't want to talk anyway. Everybody gets some that they can't do anything with, but when I got a girl like that I used to work hard. I would talk about everything under the sun trying to find something that they were interested in, but it seems as though some girls aren't interested in anything. I would much rather be with a bunch of fellows. I almost always work in between the men. I like it better there, but then there are some girls that you can't put among the men at all.

"I've watched the girls pretty close and I notice that whenever there is trouble it is always the girl's fault. I find the same thing myself. None of these men would take advantage of a girl unless she encouraged them. The fellows that work alongside of me know just how far they can go and what they can talk about, and they never overstep their bounds. It gets some of the girls sore at me whenever they have that kind of trouble. I always pin the girl because she was the cause of it.

"I really think that interviewing training has changed my personality a little bit anyway. I don't get nearly as many raps now as I used to, and I suppose I must have changed some. I don't know what it is unless it is that I try to make people like me a little more than I used to. I didn't used to care what they thought of me, but now I find that I want

to approach people so that they will like me.

"I am organizing a bowling league in the department now. I have offered to teach twenty girls how to bowl. That is going to be an awful job but I think I can do it if I can get them to come out four or five at a time.

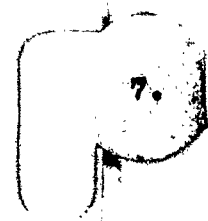
"I hear they are going to put a woman in charge of the girls in every department. That is a good thing. They surely do need something like that here. There are a lot of girls that don't feel like telling personal things to the Gang Bosses, and then some of the Gang Bosses here are not very sympathetic anyway. I think the girls will be a lot better if they have a woman to go to.

"Do they teach Speedwriting to the interviewers any more?"

I: "No. They only had that one class."

E: "I never could understand why they let me start that Speedwriting just before I was to be transferred. I should have thought they would have given it to some of the other girls who were going to stay there. It seems a shame that I had to give that up. I was just getting so that I could make good time and I had to quit. I would like to get that back so I could study it some more. I wouldn't mind if I had to buy it. I could use it every once in a while in some of our conferences.

"There was one thing that held me back on that job. I knew I was only up there for a short time. I think if I hadn't known that my work there would be temporary I would have done better. I did the best I could and I tried real hard but I kept thinking every once in a while, 'Oh, what's the use. You will only be there a little while anyway.' I would have liked to have gone into the thing a lot deeper. I might have been able to work out some ideas. That was one of my innermost thoughts while I was up there. I tried not to let it bother me but that feeling of uncertainty wasn't good for me. I don't think it is good for any one. I would have been much better off if they hadn't told me anything about it. They could have transferred me back here the same way they transferred me up there. I didn't know a thing about it until the last minute. I am glad anyway that I got a chance to be up there. I consider myself very lucky, as that is an experience that you can't get any other way. I think it broadened my outlook on the whole job, and I wouldn't miss that for anything. My only regret is that I couldn't go into it deeper and learn a lot more about it."



August 26, 1980.
Rotational Training Study.
Interview No. 7.

E: "I was very glad to get back to my old department. It seemed just as though I was coming back home. You see, I have been here fifteen years. I guess I am used to things in this department and I just feel better when I am here. I got a nice welcome from the boys. A great many of them said that they were glad to have their old boss back. I guess that was because the fellow that took my place was a little nervous and fidgety. He didn't run the job the way I did. Some of the fellows told me that he changed them around on different jobs. Sometimes the Foreman would get after them about certain jobs and he would take them off the work they were doing and have them do something else for a little while. He doesn't interfere with me that way. He lets me run the job myself. In that way I can take care of the men a little better.

"Their earnings had dropped a little bit while I was gone but I have gotten them up now so that they are at the peak. I shouldn't say that I got their earnings up because the only thing I have to do with that is to allow the Gang Bosses absolute freedom. I don't interfere with them at all in their work. They have the schedule and I have placed the responsibility of getting the jobs out and of handling the men directly on their shoulders. The only reason their earnings were down was because this other supervisor didn't give them that freedom.

"The Gang Bosses come to me when they run into trouble that they cannot handle; for instance, if they have a hot job and there is something wrong with the print I usually straighten that out. They never have any trouble with the men. We have old timers in the group that have been there almost as long as I have. They understand their work and they are well paid. I think I could be gone a week and they would never miss me. I think that is the way all Section Heads should run their jobs. I am no better than my Gang Bosses and when I learn something new I make it a point to teach it to them so that every one of them can do the job as well as I can.

"One of my Gang Bosses was taken to another department not long ago. He fell into a terrible job. They almost had him crazy at first. He talked his problems over and finally he got his Gang Bosses together and told them that he was through telling them their jobs. He finally got them trained so that they were willing to accept the responsibilities. Then he had time to check in on a few rates that were low, and it wasn't any time at all until he had his group producing

100%. If a supervisor can show his group how to increase their earnings his difficulties are over.

"When I went up for my twenty-five year service button [REDACTED] asked me how I liked my work. I told him that I thought I had an ideal group. He seemed struck with the fact that most of the men are old timers and he said, 'We don't have much trouble with our older service men.'"

"I took over a gang one time that had been running two and one-half years. The highest percentage they had ever made was 50%. I was familiar with the job and after I became acquainted with the men I told them that I would like to have them make 50%. They all said that it was impossible. I told them that nothing was impossible. All they had to do was to get in there and do it. I pointed out to them that I had noticed three or four of them talking in a group every now and then. I showed them how soon a few conversations like that could run up into hours and how much that meant in percentage. They agreed to cut that out and the first month their percentage was 55%. It was rather hard on some of them because they got used to talking together, but I never did bowl any of them out. I don't believe in bowling a man out when he is doing wrong if it is possible to show him that he is wrong in any other way. During the first two or three months whenever I would see these men talking together I would stand in the aisle where they could see me, and as soon as they noticed me I would pull out my watch to remind them that they were wasting time. That was all that was necessary with those fellows and they broke up the conversation immediately. They usually went back to work with a laugh. Percentage gradually increased in that group until now they are averaging between ninety-five and ninety-eight per cent."

"I haven't told you very much about the interviewing program because I don't believe it has helped me very much. It got very tiresome to me towards the last. I had two departments that I just hated to interview in because I got the same story from every man. That gets tiresome after a while. I thought it was interesting at first. It was quite different from anything I had done before and I really enjoyed talking to some of the fellows but I was also very glad when it came time to get back to the old department."

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August 27, 1980.
Rotational Training Study.
Interview No. 8.

K: "Did you see the way I was going while you were waiting for me? Well, that wasn't put on at all. That is the way I have to keep moving all the time. It sure is a problem to keep work lined up for the men. The stock is all in one pile and I have to sort out the jobs and see that the men gets all of it, and then there are arguments with the Inspection Department and the chasers and the Gang Bosses downstairs. It sure keeps me busy. It is much better now than it was when I first came here. It was a regular madhouse then, but then, our Foreman expects us to work that way. He said one day that when he noticed his Gang Bosses standing around he knew that they didn't have enough to do. That is not my idea of supervision, but as long as it is his that is the way we have to work. The idea that I got from my conference training was that we should mix with the men and learn something of their personal problems, but I don't get a chance to do that here.

"I have noticed that the teachings of the conferences are not practiced by the majority of the supervisors. I know one Foreman that does everything contrary to the things he hears up there. He is very gruff and harsh with everybody. It seems as though this particular man has two personalities. He hangs one of them up like a coat in the conference room and leaves it there. I know that to be a fact because he was in some of my conferences and to hear him talk up there you would think that he was a model supervisor, but as soon as he walks out the door he is exactly opposite.

"My Foreman is one of the best men that I ever worked for in certain respects, but he doesn't try to show his men any consideration. Whenever I bring a case up to him he takes the easiest way and says, 'No'. That saves him a lot of bother but it doesn't have the proper effect on the men. It makes them afraid to go to him. I had a case today that was a typical example of his actions. Last night one of my men punched the monitor's clock card by mistake. The monitor noticed that there were two punches on his card when he went to ring out but he rang right over the old punch and so it didn't show up very clearly. This morning he came over and told me that this man must have punched his card because that card was the only one in the rack that had not been punched. I saw the two punches on the card and took it down to the Foreman to get it O.K'd. I didn't feel that the man should be charged with a failure to register in this case because he is usually very careful. I asked the Foreman to O.K. the card. He took one glance at it and said, 'I can only see one punch there.' Now, I had the monitor's

word and I could see the other punch myself but I had to let it stand at that. I didn't feel like arguing with him too much because I knew that he didn't want to go to the trouble to have it O.K'd. He might possibly have gotten into an argument with the Pay Roll because the first punch was not very distinct. I am wondering whether that man will blame me for his being docked or not. Of course, according to Company rules he shouldn't be paid, but I believe there should be exceptions. That is a small thing in itself but when it is practiced all the time it is very noticeable. The thing that bothers me about it is that I find myself doing the same thing. I know from experience that I am not bothered very much by a man if I have him afraid of me whereas if I try to reason with a man it takes a lot of time. Here is another way to look at it. I am being rated according to what my Foreman thinks of me. If he thinks I am a good supervisor I will get more money. Now, he is gruff and harsh and so naturally he thinks more of a Gang Boss who is hard-boiled. If I want to rate high in his estimation there is only one thing that I can do and that is to be hard-boiled. If I am not, he will get the idea that I am a molly-coddle and not much good as a supervisor.

"When I was upstairs I said to myself a good many times, 'This is the only department in the Plant where I don't want to work.' I had heard stories about the work down here and I knew something of the Foreman and when they told me that I was coming here my heart sank. I decided that I would have to make the best of it though. I noticed one thing after being here, I have more respect for the Foreman's authority. In conference he was only one in a group, and when I first started here I used to argue every point on which we had a different opinion. I very seldom won the argument but I wasn't afraid to talk to him. Now I notice that when he says, 'No' I accept that as being the final answer even though I feel in my heart that his decision is doing some one an injustice.

"When I took over this gang I believe I had the worst bunch of Bolsheviks in the Plant. Their production was low and they were in a habit of arguing about everything that displeased them. It seemed that no matter what I did some one thought that he was getting the short end of it and they didn't hesitate to tell you either. I don't blame the men entirely. They had had terrible treatment. They had been promised things that never materialized. Some of them had been handed all the high-rated jobs and others had work that didn't pay anything at all. The department had been taking credit for work that had never been done so as to keep jobs out of the hole. That mess was straightened out before I took hold of it, but they still felt the effects of this kind of treatment. I noticed at first that certain men got all the good jobs so the first thing I did was to tell them that they would have to take

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some of the poor jobs along with the good ones. They told me right to my face that they wouldn't work on those jobs. I tried to explain to them that as far as work was concerned a new operator was just as good in my eyes as they were; that there was no sense to one man working test days all the time. I told them that these men had wives and children to support the same as they did and I was going to give them a square deal. The old timers hollered their heads off but I gave them the jobs just the same. They were angry for a while but when they found out that I meant what I said they stopped their grumbling. They still grumble some but not nearly as much as they did. They watch each other all the time. Jack will come up and ask why I gave Jim this good job when he is working on a poor one, and the next day when Jack gets a good job, Jim will come up and want to know the same thing, and the funny part of it is that both of these men are away ahead with their time. Neither one of them is losing a penny by working a poor job because on their good jobs they can work with time to spare and they can shift the time that they spend on the poor ones so that they all pay close to 100%. I don't know what it is that makes them this way unless it is the rotten treatment they used to have.

"I am glad that I noticed that this discussion is decreasing because they had me almost crazy at first. The job had me so upset I could hardly sleep at night but I have learned to take things as they come and do the best I can, and if I don't do a good job I've done my best anyhow. I have only one man now that I feel is a serious problem. He was off sick for six months and just got back a short time ago, but he has caused me plenty of trouble since then. I think he would be a real supervisory problem for any one. He is a liar and I can't bank on a word he says, and he is so crooked I can hardly take my eyes off of him; for instance, he doesn't want to work anything but good jobs. He will do anything he can to get them, but his tricks are so obvious that a sixteen year old kid could see through them. One time I gave him a two-day job that didn't pay very well. A little later I noticed him working a four-day job. He swore up and down that I gave him the four-day job and there was nothing to do but let him work both of them. Another time he came to me and said that he had some apparatus that belonged on a good paying job mixed in with the job he was working. He said that he hadn't noticed the stripe until after he had worked them. He asked if I couldn't give him that job so that he wouldn't lose the time he spent. All the old timers used to pull that and so I had issued orders that they were to check the order number on each piece of apparatus before they adjusted it. I told them that from then on they would lose all the time that they spent working on the wrong order

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number. I hated to enforce that because it is very easy for a man to make that mistake if he is working hard. I let this man get away with it the first time but two days later he came again and told me the same thing. He told me that he had made a mistake again and asked if I could not overlook it. I told him that I didn't see how I could, but I did tell him that if the job came up so that he would naturally get it I would give it to him. I went out of my way to see that another man got the job because that is the only way that I know of to discipline him. I can't have him doing that all the time, and I know of no other way to stop him.

"Boy before yesterday he was crying all day about the material that he was working with. I haven't had any trouble with this material and I haven't heard about it from any one else so I didn't pay much attention to him. I finally got tired of listening to him so I told him to save about ten strips that were bad and I would look them over. He called me over in a little while and he had ten strips that were very badly bent. I have never seen anything like it since I have been in the department. I knew right away that he didn't get those strips in that condition. He jammed them up himself so that he could get a big S order. I accused him of tampering with them, but he swore up and down that the whole job was that way. Finally I told him that if his job was as bad as that there must be some others in our new stock that are bad, too. 'Now', I said, 'You and I are going over to this pile of boxes and we will check twelve jobs and if you can show me any that are as bad as that I will put in a complaint for you.' He looked through the stock and couldn't find any that were bad. I asked him why he didn't tell the truth. I told him what I thought of a man who lied the way he did, but do you think I could make him admit that he had jammed up that apparatus? He never would admit it. Now, what am I going to do with a fellow like that?

"I had him laid off for a week shortly after I took hold of the gang. He was the only one that I had any kind of trouble with. I thought that a week's lay-off might fix him up but he is still the same way. I would like to treat him fair but how are you going to know when you are treating a man like this fair and when you are doing him an injustice? I can't believe anything he says. My first reaction to any of his complaints is not to pay any attention to him. I am going to continue doing the best I can with him. I hope I have some results because, as he is, he takes up more of my time than the rest of the gang put together.

"The other day our Foreman got all of us supervisors together.

He talked to us for over a half hour about the business depression. He told us that we were all overpaid; that a great many companies had cut wages and because living expenses had gone down, he said that he could hire men from the outside to do any work in the department for from five to ten dollars less a week. He tried to get over the idea that we should all feel lucky that we had a job. Then he asked each of us to go out and tell the men the things he had told us, but what he really wanted to do was to get them to be on the job at 7:30 and work steadily until the whistle blew. Well, this talk of his left me very depressed, and I felt that if I told my gang the same thing that they would feel the same way so I went out and said, 'Hey, fellows, they are making a drive on being at your bench at 7:30 and staying until 5 o'clock. Now, you know, that is a Company rule and from now on we are going to follow it.' I don't know whether that was the best way to tell them or not but I feel at least it was better than the long story the Foreman told us. The fellows lined up pretty well. A few of them quit a little early but I kept my eye on them and when I saw one of them clean up his bench before the whistle I hollered over, 'Hey, Jack, did you hear the whistle blow?' I made a little joke of it. If I issued all the orders our Foreman gives us the way he talks them to us I would have an awful time.

"I think my conference training taught me a great many things. I don't even believe I would be able to handle this gang if I hadn't had that training, but I believe I could do much more if I had the cooperation of the Foreman. Our Section Head is a swell fellow and he believes in practicing all the things that we are taught in conference, but we can't do everything alone. I have tried to be fair and impartial with everybody. I also have never made the men promises that I didn't keep. When I tell them that they will get something, they know that I am going to do all that I can to get it for them as soon as possible. They have an S order coming now. The work has already been done but they know I am going to get it for them. At first they used to bother me three and four times a day about every S order. Now they only remind me once or twice because when I say they will get it they know they will get it.

"I think I am getting results. I overhear things now and then, and then, these men don't hesitate to tell you to your face what they think of you. The other day I was having an argument with one of the men about his job. I told him that I was running the job according to schedule and that no one was being shown any favors. I told him any time he thought that he was getting a bad break that I would show him on black and white just how he happened to get that job. I said, 'De

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you still think that I am showing partiality?' He said, 'No. I know we've got a good Gang Boss', and then called to one of the men working near him and said in a joking way, 'Joe, we've got a good Gang Boss, haven't we?' Then he walked away laughing.

"We have an instructor that breaks in the new men. He had one man that was about ready to be put in the regular gang and the man asked him who he was going to work for. The instructor told him that he was going to work for me. He said, 'That's fine'. He said he would hate to have to work for that other fellow. These things may sound as though I am trying to throw bouquets at myself but I don't mean it that way. I am listening for those things and I am interested in them because they prove to me that I am doing a good job, and that is what I want to do. I can say now that I am satisfied the way things are going. I wasn't satisfied at all at first, but as I notice things lining up a little better I feel more contented.

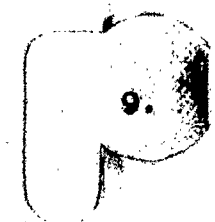
"Of course, I didn't get what they promised me. They told me that they were going to split the department and that I would be given a section. They didn't keep that promise but they didn't split the department up either. I don't know whether I would have been given the section anyway at that time. I know the Foreman didn't think much of me at first. He didn't give me a raise. Those sheets went up shortly after I came down here and when I found I wasn't going to get a raise I went to him to find out why. He told me that I hadn't been with him long enough to earn one and my raise would ordinarily have come from upstairs. I had been told that I did a good job upstairs and so I went up to see the Department Chief. He told me that he had nothing to do with my raise; that the Operating Branch took care of it, and then on his own initiative he went down to talk to my Foreman. One day the Foreman called me over and told me that he heard I had been upstairs. I told him I had been upstairs because I wanted to find out why it was that I didn't get a raise. We had a hot argument. He said that I knew nothing about the work down there and so I wasn't worth anything to him. I asked him if he didn't consider the possibilities for future development when he considered a man for a raise. He said that he didn't know me well enough to consider them. I told him that I had read instructions about promoting transferred employees and that I understood from those instructions that if he was undecided as to my work that he should get in touch with my previous Department Chief and that together they should determine my revision. He admitted that but he said that men in his department were promoted according to their knowledge of the job and that as I knew nothing about the job I was not entitled to a raise, and that's all there was to that, but the last raise I received four cents so I

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guess I must be worth more to him now.

"When I take everything into consideration I can only say that I am satisfied and that things are getting better for me now than they were when I first came into the department. I am doing everything I can to make them continue that way."

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August 30, 1950.
Rotational Training Study.
Interview No. 9.

Hi "I was up talking to my boss not long ago. He had to lay off several men. I wanted to keep the men that were most valuable to me and I told him that several men were no good because I wanted to get rid of them. He started preaching the stuff they teach us in the conference. I let him go on and I found that everything he was saying came right from the conference rooms. When he got through I said, 'Now listen, that stuff you are talking about won't hold water in practice'. I know just what it all means. Why, I've learned from experience that the more I bowl these men out the better they like me. Every man I have over there has to do a good job, and if he doesn't I am going to tell him about it. Since they took my Section Head away I have been able to get in on the job so that now I know it from A to Z and these fellows can't tell me anything. If I see one of these clipping I raise hell with them and they like it.

"Do you see that guy over there? He is a Norwegian. He is one of the most peculiar fellows I've got on the floor. The other day he came up and told me he couldn't work. He told me nothing would go right. I asked him what was the matter. He said, 'Nothing. I just can't work'. I said, 'See here, what do you want me to do, run your job for you? You get back on that machine and work and from now on I want to see some results. I am tired of this feedishness'. I told him a lot more along with that but I hadn't had any rolls from that man for two days. The next day he turned out four. If I had talked to him the way they teach us to do in the conference I wouldn't have any work out of him yet. I expect every man that is working for me to do his best as long as he is here, and if he doesn't, I'll tell him about it. I don't have any trouble with the men either.

"They transferred one Italian fellow in here not long ago. He didn't want the job and the Personnel man told me he didn't think that I would be able to keep him. I talked to him a long time the first day then I took him over and let him stand for an hour and watch the men work. I came back and asked him if he thought he could do the job. He said, 'Sure, I can do it now', so I let him help one of the men. Every time I go over there I talk to him a little while and he always tells me everything is going fine. The other day I asked him if he wanted a transfer back to his old job. He said, 'No, Mister, I like to work here. I want to stay'. I told him he could stay all right because he is a good worker. He was very much pleased at that. All these men want is to know that I do everything I can for them. They don't mind getting bowlled out when they know I am with them.

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"The other day I had a phone call. One of the men's wives was going to have a baby. They wanted him to come home right away. I called him to the desk and told him that they wanted him to go home. I said, 'Now see here, they tell me everything is all right with your wife but they want you to be there so it is all right for you to go. Now, when you are going home don't drive as though you are crazy because there is no particular hurry about getting there, and if you drive too fast you will get hurt yourself. Now you go put your things away and I will have a pass for you so you can go'. The next day he came down happy as could be. He told me he had a baby girl.

"One of the other men had his wife out in the country when she was going to have a baby. He came up and told me all about it one Friday, and he said they expected it the next day. I said, 'Are you going to be there?' He said, 'No, I don't think so. I have to come to work'. I said, 'Do you want to be there?' He said he would like to go but the work came first. I said, 'Well, let's see, we won't be doing very much tomorrow and if you want to go out to your wife, you can go'. I couldn't have done anything to make that man feel better. Next Monday he was as happy as he could be and he told me he had a girl, too. I joked with the two of them and told the whole gang that they ought to stop adding so many girls, and things like that. I believe in doing those things, but when it comes to work they all know that they've got to work hard.

"I had a man get hurt here shortly after I came into the department. They didn't know me very well. The day after he hurt himself it got so sore that he had to go to the hospital. I called him over and told him to tell me how it happened. He told me he did it the day before. I asked him why he didn't tell me yesterday. He said that they got bawled out so much when they reported accidents by the old boss that he was afraid. I had a long talk with them all then and told them that when they get the least little scratch they must tell me about it and go to the hospital. I had a lot of minor cases come to me from then on, but I have been showing them how to be careful now so we don't have so many, but there are none of them afraid to come up to me now.

"I think almost all of my men are good, conscientious workers. The other day I was called out of the Plant. One man ran out of work while I was gone. He could just as well have sat around and done nothing the rest of that afternoon, but the next morning he came and asked me for a pair of gloves. He went over and helped another gang that afternoon. He was doing work that was twice as hard as his without anybody telling

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him to. The work is very rough and he had nicked up his hands doing it, but that didn't stop him. I told him I appreciated that kind of a man and that I wouldn't forget the way he worked."

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10.

August 29, 1980.
Rotational Training Study.
Interview No. 10.

Et: "I think I was a very lucky girl to be selected to go to the interviewing department. You see, I wasn't a supervisor so I didn't really believe until the last minute that I was going to go. I guess one of the girls in the interviewing department told some one up in the Personnel that I would be good for that job and they called me up and talked to me, but it was a long time after that that they really told me I was going to go. I learned so much up there. I don't really know how much I did learn.

"I haven't anything to do with the girls in this department so I don't have any chance to use it, but I feel so different since I came back. I used to keep to myself and I didn't like to talk to people. Now I am glad when some one wants to talk. I am not afraid to tell the boss of any ideas I have now, but I used to always keep them to myself for fear they would think I was dumb. Now probably they know how dumb I am." (Laughed)

"I made so many friends when I was interviewing. I see them now every once in a while and they are so glad to see me. Sometimes they tell me the same thing that they did in the interview, and I like to listen to them. One girl got a better job and a three cent raise a little while after I talked to her. I guess she gives me credit for that, and she is so happy now. It is nice to have so many people for friends. I used to know just the girls that worked around me on the bench. Now I have seen so much of the Plant and I know so many people all over that I am not afraid to go around. I have more confidence in myself I guess.

"I think my working on the bench before I went to the interviewing department helped me a lot. The girls used to tell me that they were glad to talk to me because I understood them so well. I always felt very sorry for girls that didn't like their jobs because I had a job for so many years that I didn't like and it made me feel terrible. The job was all right at first but when I got to be an old timer it seemed as though I couldn't go as fast as the newer girls and every day the Gang Boss would come and haul me out because some girl that had been here two years was making more than I was. I was only just two or three parts behind every day but he expected me to be ahead of everybody because I had been here so long. I could understand just how the girls felt when they told me those things, but I used to tell them that maybe they would get a good job the same as I did.

"Now that I am back in this department I am still happy. I have

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very nice bosses and the work is so interesting. I have something different to do all the time. Maybe I shouldn't talk so much about how lucky I am because every time I talk that way then I have had luck. Just like when I tell somebody that I haven't had a run in my stocking for a long time, then I get lots of them.

"Gee, I miss those Saturday morning conferences we used to have. I think Mr. Dash was just wonderful. He was such a good leader. He never told us that we did a perfect job because then we would be satisfied with ourselves and not try, but on Saturday morning he used to show us something new and then we would go out the next week and work so hard to try to do better. I used to enjoy sitting there listening to him talk, and I felt so good after he got through. I think I liked his conferences better than I did [redacted]'s because when Dr. Mayo talked I had to listen so hard and then he kind of talked over my head. I couldn't understand what he was talking about, but Mr. Dash was so plain and so simple when he explained something that I couldn't help but know just what he meant.

"I find now that I want to interview everybody that I talk to. I didn't used to like to listen to things like that. I used to think when people told me about being unhappy that they were just having an offday and that they ought to keep those things to themselves. I never used to talk to anybody myself and I didn't care to have people telling me their troubles, but now when some one tells me about a bad job I lead them on so I find out all about it.

"There is a girl who lives near us who works in the Plant here. She was recently transferred. She is on a new job and she doesn't know anything about it. The bogey has been set at one thousand an hour and her boss expects her to make that but she can only do four thousand a day. She feels so bad because the boss hawls her out and she tells him that she is doing better every day and that before long she may be able to make it, but he wants her to make it right now. She comes over to our house every once in a while and we sit on the porch and she tells me all about what has happened, and I find every time I get through I can just see a whole interview. I talk to her just as though I was back in the interviewing department, and I wish I was going to write up all the things she tells me.

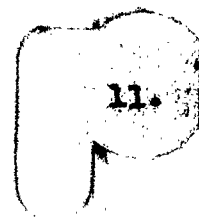
"Do they ever compare old interviews with the new ones?"

I: "They haven't done much of that yet."

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K: "Gee, I wish I could see the new interview from that girl that has got a three cent raise and a new job. I would like to compare that with the one I took from her. I don't imagine it sounds as though it was the same girl talking.

"I am glad I got this job in the office. I was given to understand when I went up to the interviewing that I would probably have to come back and work on the bench and so I wouldn't have complained if they had put me on bench work because I expected it, but it would have been hard nevertheless. The other girls would say things that would be hard to explain to them because they don't understand anything about the interviewing. It would have been very embarrassing because they would have thought that I didn't make good up there but now that I am working in the office everything is just wonderful. It seems as though it is almost too good to last."



September 2, 1930.
Rotational Training Study.
Interview No. 11.

E: "I think things in this department are about the same as they were before I went away. I don't notice anything new. I handle my operators the same as I did before. I never was a driver. I always believed in leading people to do something. I have tried to preach that to others for years. I notice there is quite a change in them lately. I guess the conferences are having some effect. Every one in the department says that they notice a change in the Assistant Foreman. I don't notice it so much because we always did get along well together. He and I worked as Gang Bosses on the night shift at one time and I guess I understand him a little better than the rest of the fellows. He is one of those men that says things and he doesn't always mean them the way he says them. If he says something to me that I don't like I tell him about it. We may have a little argument but it doesn't mean anything. He told me one time he wished more of the supervisors acted the way I did. All the supervisors in this department are like one big family. There was a time when there wasn't very much cooperation between us but now we are joking and laughing a good share of the time.

"The other day the Assistant Foreman and I were talking together and another Gang Boss said to the Assistant Foreman, 'Do you know what that big fat slob did?' He was talking about me. 'He left some parts up in the storeroom since 10:30 this morning'. Those parts had only come into the storeroom at three o'clock. We all knew that but this fellow thought he would have some fun with me. We razz each other back and forth this way a lot, and I think it is a healthy atmosphere. It keeps us all on our toes.

"I didn't mind coming back to this department at all. Of course, I was rather disappointed because they promised me a section, but the work slowed down so they couldn't give me that. They also promised me sixty-eight cents an hour and they only gave me sixty-six. I still don't think that was right, but I was making a dollar and fourteen cents an hour before I left; now I am making one dollar and fifteen cents so I haven't anything to complain about.

"I never did have much trouble with my operators and since I have been back I haven't had any trouble at all. We have transferred and laid off so many of them that those that are here are scared. The only thing I ever did to discipline an operator was to bawl her out and throw a scare into her. I have one operator that has always had an

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efficiency of about 80%. She never went any higher than that. About two weeks ago she was told she was going to be laid off soon. Say, her efficiency jumped to 104%. I took charge of this gang just after she was told that she was going to be laid off and the other day the Assistant Foreman asked me what I did to the girl to make her work so hard. I told him, 'Nothing. I haven't even spoken to her. You don't have to speak to a girl who is making 104%'. But that is what a good scare will do for some operators. If I see a girl isn't making her bogey I talk to her just as I would to one of my own girls.

"I had one girl that had a terrible temper. She used to let it get away from her quite often and she would swear like a trooper and throw things around, creating a general commotion. I got ahold of her one day and asked her why she did those things. I said, 'Do you think it is nice to swear and carry on that way? How do you think it sounds to the rest of these girls?' She told me she felt better after she got through being mad. I talked to her for a good long time and asked her why she didn't smile. She wanted to know how she could smile when she felt mad. I told her that lots of times I felt mad and disgusted but I always tried to smile and look how fat I am. We finally ended up by her saying that she was going to try to smile a little more anyway. She was transferred into another gang, and the other day the Gang Boss came up and told me he sure hated to leave her go. He said he hated to lay her off. He finally got her a transfer because he said she was one of his best operators. She was quiet and did not bother any one.

"I find I can do anything with my girls if I talk to them in the right way. A little while ago we had a rush order of three hundred and fifty parts that had to be out as soon as possible. We only had two machines to run the job on and the girls had ordinarily turned out about forty parts a day. I got the two girls together and asked them how many they could turn out. One girl told me she could do one hundred if I absolutely needed them. I told her, 'No, you can't do one hundred. That is impossible'. I asked them both to work just as hard as they could for that one day. We ran out of wire for this part about three o'clock. The girl that told me she was going to do one hundred had turned out seventy-five. The other girl had done sixty. The Foreman asked me what I did to get so much out of those girls. He hinted that they ought to be able to do that every day. I told him that I only asked them to do the best they could but I wouldn't allow them to work that way every day. I let him know that forty parts was a fair day's work but that these girls had almost killed themselves working that day. My operators know that when I ask them to work that way that there will

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be no change in their bogey. I wouldn't allow a thing like that to happen. I don't believe in changing the bogey very often. I did raise two bogeys since I have been back. In one case the operators asked me to raise the bogey. They came over and said that they could do more work than they were doing so I timed one of them. He told me he was going to work just as hard as he could for an hour. When he got through he asked me how many he had made. I told him three hundred and fifty. He said, 'Will that be our bogey from now on?' I told him 'No'. I said, 'I wouldn't ask you to work that way. I am going to set the bogey at three hundred. That is a raise of fifty an hour'. That is the kind of cooperation I am getting from my operators and I appreciate it because it makes my job easier. I know when I am down here talking to you that those people are up there working just as hard as though I had my eyes on them.

"I enjoyed the interviewing work very much but I believe I liked conference leading better. I felt more satisfied with the work I was doing as a conference leader. It seemed to me that when I was interviewing I didn't get the whole story from a lot of people. They told me some things that I felt that most of the time they could tell me a lot more if they only wanted to, and then there were some that talked too much. I had to take their stories with a grain of salt. I was very well acquainted with some of the supervisors that they were talking about. I remember one man in particular. I had worked with him for several years and you couldn't ask for a whiter boss than he was. He would do anything for his men, but when I interviewed in his section I had several employees that rode him into the ground. I don't know why some people do that. I guess they dislike anybody with authority. I've known people to pal around together and when one of them was made a supervisor the other one hated the ground he walked on. I guess they just have a Bolshevik streak in them and they can't help it.

"I wish the supervisors in the shop would practice the things they learn up in the conference rooms a little more. Some of them sit up there and talk as though they would be wonderful leaders but when they step back into the shop they are the worst kind of drivers. Those fellows should know the meaning of cooperation but I guess they never heard of it. There are a lot of supervisors that are not sold on the conference training. One man told me the other day that he never would be convinced that there wasn't a record kept of everything each supervisor said in these conference meetings. I asked him if he ever contributed anything in the meetings. He said, 'No, I don't.' I asked him then how he ever expected to get anything out of them. It seems funny that they have this attitude after all the pains we went to to

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show them the terms that were sent up the line and things like that. I don't know what else we could do to make them believe it.

"I find the Inspection Departments are still slow in learning to cooperate. The other day a Section Head in the Inspection refused to pass a job so that forced us to turn in a complaint, and then he was sore because we turned in the complaint. He promised to tie up every job we had on the floor; in fact, I could have had him out at Gate 1 with his pay check in his hand if I had reported the things he promised to do. That is not the attitude that a Section Chief should take. If he had been learning what we taught in the conference he would have known better than that.

"I had trouble with a Gang Boss in another department the other day. He sent his men in with a truckload of stock that was supposed to go to our counting room but the trucker dropped the platform in our main aisle. I went over and asked him to get the men to move it. He put up an argument. I told him that our main aisle was not the counting room and that I was responsible for keeping it clear. He said he didn't care what I was responsible for; that he wouldn't move the truck. We got his Assistant Foreman and got cooperation from him. He told us the next time they did anything like that to come directly to him. Now, there was no sense to all that rampus over a truck but that is what happens in a department where they drive instead of lead the people. I wouldn't have to even tell one of my truckers to move something out of the main aisle. If I should see something there, all I would have to do would be to stand there and look at it for a minute and two or three of them would come out of their own accord and move it away. That is the way I like to have people work, but the only way you can get them to do that is by leading them.

"I believe that the method of leading conferences is all right. It's a good idea to get a discussion from a number of supervisors, but I don't quite agree with the idea that the conference leader should not lead the discussion. I don't believe in him being a teacher but I think he should guide the discussion so that every one comes out of there with a definite idea; for instance, I would like to have them put over the idea that if they as Gang Bosses are interested in their jobs that their superiors won't have to drive them. Once in a while when the fellows in our department remark about the change in the Assistant Foreman's attitude, I ask them if they don't think that they are showing a little more interest in their own job, and I show them that if they have their work up to snuff and their operators making 100% efficiency, the Assistant Foreman doesn't have to worry about anything. I think that is the thing that will change a good many of our Foremen and Assistant Foremen. They have

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a tough job on their hands if the Gang Bosses don't do everything in their power to keep their jobs up. I have tried to make each of my operators interested in their jobs and I know that it has made my work much easier. The Gang Boss that had my gang before I came back tried to drive the girls too much. One of them told me that I was getting a tough job and that I sure have to work hard. I told her, 'No, I won't have to work. You are the one who is going to do the work. I am just here to help you.' She got quite excited and told me that she couldn't do any more work than she was doing now. I said, 'You don't mean to tell me that you can't do any more work than this? I know you can do a little more anyway.' After we got through talking she thought she might be able to do a little better, and I noticed her efficiency went up about 25% a day for quite a while. I didn't say anything more except to be pleasant and nice to her every time I saw her. I try to do that way with all of my operators. I kid with them and joke a little bit with them whenever I can. I believe that helps a lot. The only thing I really try to do is to see that their material is in good shape and they have plenty of it. There is nothing that gets a gang discouraged more than to try to work with poor material. I won't have them do that if I can help it.

"Our Foreman is a prince of a fellow. He doesn't believe in driving any one. Our job is going so much better now and he always has a smile on his face. I think I can honestly say that I am glad to get back to this department. It seems just like home to me."

12.

September 5, 1930.
Rotational Training Study.
Interview No. 12.

E: "I think I got a lot out of my work as an interviewer. I wouldn't have missed that experience for anything. I have worked here a good many years but I had never had the opportunity to go around the Plant and see how things are made. I think that experience is valuable for anybody. You know how it is when you are working piece work. You come in in the morning, sit down at your work and stay there all day. Interviewing was quite a change from that. I had looked over most of the shop departments while I was interviewing and I made up my mind that when I had to come back I would be glad to get in my old department. It is easier to make money there than it is any place else. I guess dash department is pretty good, too. I interviewed over there and the fellows seem to be very well satisfied, but as long as I have to work piece work I am glad I could get back here.

"No matter where I go now I notice I see people that I know. I made friends with a good many supervisors. I learned a lot about supervision, too. A funny thing, I noticed in almost every department there were some kickers. No matter how hard the supervisor tried to please them they had something to growl about. I think the Gang Boss's job is the hardest one in the Plant. He is the goat for everything. Material may be short and things may go wrong with the job in general but still he is supposed to turn out the work. It is always the Gang Boss who gets blamed for everything.

"It is hard to divide the work up evenly in our department. Some of the fellows think they are not getting a fair break. I used to think that myself every once in a while but since I have been up interviewing I have a better idea of the difficulties a Gang Boss is up against. He can't give us all good jobs because he has a schedule to meet. I never was much to growl about things if I didn't like them but I used to feel every once in a while that I was getting too many low rated jobs. The way our work is running now the Gang Boss has to give out any kind of a job he can get his hands on. My luck has been running bad lately because it seems as though every time I run out of work I get a poor job. There is only one thing to do about it and that is to make the best of it and hope that before long we get busy. I have been averaging close to 100% since I came back and I haven't been having much trouble either.

"We have a couple of men that fix reverses for test sets. One of them put an hour and a half against one of my jobs and that brought

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it down from 101% to 83%. I know I didn't have that much trouble but I didn't say anything because I felt that I would only make an enemy if I started an argument. I tried to make as many friends as I could while I was interviewing and I don't want to come back here and have any of the fellows get down on me. A lot of them are surprised that I didn't get a better job when I came back, but I am not as much worried about that as they are. I can say that I am satisfied because I am making more money than I would be if they made me a supervisor. They would have probably wanted to cut my rate seven or eight dollars and I would rather work piece work than have them do that.

"I was sorry to leave the fellow upstairs but I know that I am better off back here because there is a chance for me to get ahead. The Foreman did the best he could for me by giving me a three cent rerate when I came back. I heard that I was coming back here several weeks before I left the department. I went down to see the Foreman to find out what I was going to do. He talked to me for quite a while and told me he wasn't satisfied with several of the Gang Bosses down here, but everything he said was indefinite. I couldn't pin him down to telling me whether I was coming back as a piece work operator or as a supervisor. I had an acquaintance in the Operating Personnel so I went up to see him. He told me he didn't know anything about my transfer but he said he would look it up. He stalled me along for a week or more. Finally I got him to promise to let me know the next Monday just what was going on, but in the meantime he was transferred back to the Operating Branch. About two days before I was to leave the department I met the Foreman outside. He told me that I would have to come back as a piece work operator. Among other things he told me that it would be to my advantage if I dug in and did my best. I told him that was fine as far as I was concerned. I expected it would be a little harder for me to get back into the harness than it was but I had no trouble at all making the money. I had nine reverses on my first board but I expected something like that because I was trying to make good time. I wouldn't worry if I never got a supervisor's job. The only thing I ask is that they keep busy enough so that we can work on jobs that pay well. When we are busy that way I can take care of all the low rated jobs that come to me, and as long as I can make the bucks I won't have anything to kick about.

"I notice quite a bit of difference in the supervisors down here. One man in particular keeps a record of all the poor rated boards. He has the operators' names lined up and every time they work one of those boards he puts a mark after it and in that way every one of his

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men know that they are not going to get more than their share. Sometimes a fellow has to take two or three of those poor boards in a row but they know that this shows on the record and that sooner or later they will have a run of good boards. Those kind of things seem to make the fellows feel better.

"I think the morale in this department is much higher than it used to be. I don't notice nearly as much grumbling, although, as I said before, there are some that always grumble. I imagine they wouldn't like it if they came down here and did nothing. They would probably want the Company to send their checks home for them."

13.

September 4, 1930.
Rotational Training Study.
Interview No. 13.

E: "I think conference leading is a very fine thing for supervisors. I know that it has changed me personally. I used to be a little more hard-boiled than I am now. When I took the job of conference leading I was afraid of it. The interviewing was easy. That did not bother me at all, but when Mr. Dash called me over and asked me if I thought I would like to lead conferences I was afraid. I told him that I didn't know whether I would make good on the job, and then I began to think that I was up there for training and I wondered how it would look if I turned down a job that was supposed to be a training for me. I decided that I would have to take it and do the best I could with it, but I was afraid to meet the supervisors that I had worked with. It didn't seem right that I should be their leader. That fear stuck with me for the first few rounds of meetings but towards the last I wouldn't have minded having Mr. Rice come into my conferences; in fact, I would have welcomed him. I find that it has helped me in my work now. I have to make contacts with other departments on my job and I am not afraid to talk to anybody.

"Since I left up there I talked to a great many supervisors, and I found that most of them appreciate the conferences. One fellow told me that it is a relief from the monotony of supervision. He said that he hoped the conferences started soon because he always enjoyed going up there and smoking a few cigarettes. He seemed to think that he could do his work better after he came back, and he wished that he could go up oftener. Several of them have also told me that they would like to see results. There are a lot of things that go on around the shop that should be changed. Some of them feel that there is no use of talking over these problems if the same conditions exist year after year. These Gang Bosses know a lot of things that are wrong but no one else hears about them. You couldn't get these stories in a regular interview because the men don't know anything about them, but there is a lot of crooked work that goes on among the bosses, and then there is a lot of immorality, too.

"There are a lot of people that receive favors that don't deserve them at all. That causes trouble and hard feelings among the whole organization. Take our head clerk for instance. She got a three cent raise last time and she doesn't do nearly as much work as the girls that I have under me. We can't depend on our records at all, and she is not on the job the way she is supposed to be, but they seem to like her. The man that had my job before I got it is married and has children

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but he brings her lunch up to her every noon, takes her home at night and I guess they go out together quite often. She only lives a block and a half from my place and I see them together every once in a while. I've got his job now and I have quite a bit of trouble with him. He resents the fact that I have been put over him and so he is just laying down on the job. He won't recognize my authority over him at all.

"When they gave me my job the Foreman told me that I was responsible for the records that were kept by the head clerk. I looked them over one day and there wasn't a single order that didn't have several mistakes in it. I called the girl's attention to it as nicely as I knew how. She asked me what I had to do with her records. She said the other fellow didn't have anything to do with them. I told her that I had had orders to see that they were in good shape and let it go at that. As soon as I left she went over to the Foreman and got her story in ahead of mine. I had to take a little ride for that. He told me that hereafter I should show him any mistakes in the head clerk's records and he would take care of them. When you are dealing with a case like that you've got to watch your step because you don't know where you stand. She hangs around with another Foreman in the shop, too. I guess they go out once in a while together. Of course, I believe our Foreman is on the square all right but he thinks that this girl is all right. I'll just show you what kind of a girl she is. I went over today to ask her for some information on a certain order. She had on a new dress and I made some remark about its looking very nice and she said that she was going out tonight and that was the reason she had it on. It was one of these wrap-around dresses that has buttons in the front. She showed me how it unbuttoned and then she told me that her slip was fixed the same way, too. I thought she was going to unbutton her slip right there in the office and I said, 'Oh my God, don't unbutton that' and walked away, but she has no sense of morality. She would do anything to get power over a man. I don't really blame this other boss for falling for her. I think he is just weak. I wish there was some way of putting a stop to those things, but there is no use reporting them because she stands in so well with the higher-ups. I think the interviewing program ought to do something in cases like that because I can feel that the morality of my girls is spoiled just because of that.

"I think that is the reason I can't do anything with this man. The Foreman and the Assistant Foreman have told him time and again that he must do better but the Foreman is too kind-hearted. He knows that

RS

he has a wife and family and he doesn't want to lay him off. He keeps several records and it is impossible for me to get any information from him at all. I went to him not long ago for information on a certain job and he told me that he didn't know anything about it. I tried to show him that he should have the record but I didn't say very much. I turned my report in to the Foreman without this information and he called me over and asked me where it was. I told him that I could not get it from Dash. He called the man in and asked him why he didn't have the information for me, and the man told him that he couldn't work with me because I was riding him continually. He said I asked impossible things. The Foreman told him that I wasn't asking him for any information that he had not asked me for previously. He also told him that if he didn't sit around and do nothing so much of the time that he would be able to handle the job without any trouble.

"We had a conference not long ago. This man was told then that I was his boss and that he was to go to me with everything, but he won't do it. This morning he came in and told me that he was going to be gone on personal business for an hour or two. He didn't ask my permission, and he didn't give me a chance to tell him whether he could go or whether he couldn't. I thought possibly he had asked permission of the Assistant Foreman and so I asked him if Dash had asked to get off this morning. He told me that he hadn't said anything to him, and when I told him the story he asked me if I let him go. I told him I didn't know whether he had asked him or not and so I hadn't said anything to him. The Assistant Foreman told me then that I was responsible for this man's actions and that there would be nobody but me to tell him what to do and what not to do. He said that I should use my own judgment the next time he wants to get off, but if it isn't convenient I have a perfect right to refuse him. I feel that I am in a bad position here. I want to be fair with this man but I know this girl is putting a rap in for me every time she gets a chance and it makes me toe the mark.

"I don't know how I am going to come out in this case. Seeing as there is so much antagonism there I hate to get hard-boiled. I am pretty sure if they get a chance that they will take it to the Foreman, and then I will probably have an argument. I've known this Foreman for a long time. We used to be Gang Bosses together years ago so I don't hesitate to tell him what I think. We have had it hot and heavy on several occasions but I find now that it takes more to rile me up than it used to. One of our Section Heads noticed that the other day. He said that since I came back from the conference that I was much more quiet than I used to be. I told him that I found that I could

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"get things from people by asking for them. I used to demand things from people but they are much more willing to cooperate with me now, especially in my dealings with the other departments. I have a lot of trouble getting piece parts and if I didn't have cooperation from the chasers and from the supervisors in other departments I would be lost. This is the first time I ever had a job of this kind and I am glad that I had the conference training.

"This Section Head that I am telling you about believes in driving his men. He's got several pet phrases that we have noticed him use continually. He says, 'I want this' and 'I want that' and he calls his Gang Bosses flatheads and dumbbells whenever they make a mistake. One of his Gang Bosses got back at him in the conference one day. They had both missed their regular days that week and I was holding the last conference on that subject on a Friday afternoon so they both had to attend that meeting or else be marked absent. We were discussing the driving tactics of supervisors and the Gang Boss told just what he thought of a supervisor that used those tactics. He said that he knew a supervisor that did those things and he brought out these pet phrases of his Section Head. I was watching the two of them and the Section Head sat there and didn't say a word. I knew what was coming because the Gang Boss told me before the meeting that he was going to do that if he got the chance, but I don't think it did the Section Head any good because he still acts the same way. I guess the Foreman would like to have him change his methods. He is sending him up to the Weekly Results Department next week. I think they will get along much better if they have a man in there that asks for things instead of demands them.

"I had a chance to go up to the Weekly Results a couple of years ago but I turned it down. I could have been an Assistant Foreman today if I had gone up there. All the men that went at that time were made assistants. That was the most foolish thing I ever did and I saw it after it was too late. I talked to the Foreman a few months before I went on the interviewing program and asked him if I would ever get another chance. He told me that he would give me another chance soon, and before long I was sent to SOSS. He tried to get me a place in the Weekly Results when I came back to the department but he couldn't do it because they had one man from our organization already.

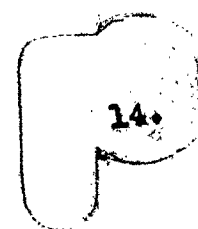
"I like office work and I tried every way I knew how to stay on as a conference leader. I talked to Mr. Dash six or seven times. I asked him to place me anywhere in the office but he didn't seem to be able to do anything for me. I know I could do office work. All of my

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family are in the office. I haven't got as much education as some of them but I am just as smart and if they can do the work I know I could. I am not afraid to tackle anything now. All I want is the chance. Some fellows have troubles in the office departments I know but there isn't the monotony to that work that there is to the shop.

"My brother worked under a Department Chief in the Merchandise Building that didn't like him. This Department Chief was moved about a year ago and at the next revision period my brother was given a good raise. His Superintendent stepped him not long after that and said, 'You have been in a slump for some time. I am glad to see that you have awakened at last.' My brother told him that he wasn't doing any more work or any better work now than he had been before. He told him that the Department Chief had taken a dislike to him and he thought that it was caused by the Department Chief's wanting to put a friend of his on that job. The Superintendent agreed that that might be the trouble. Those conditions exist all over the Plant.

"I guess 5088 was unusually good. We had no jealousies or hard-feelings there at all. We could talk to Dash any time and he always gave us consideration. Mr. Dash finally convinced me up there that I would be better off to go back to the shop. He told me that conference leading would get very monotonous if I stayed at it too long, and I guess he was right. I know I went away from him feeling better about going back to the old department. I think I am going to get a chance to go up to the Weekly Results before long. My brother suggests that I see his boss over in the Merchandise. I may be able to do something over there. I know I don't want to stay in the shop any longer than I have to."



September 5, 1930.
Rotational Training Study.
Interview No. 14.

He: "I will tell you my experiences since I left the interviewing program in very few words. The training I got up there didn't mean anything to me. What could training like that mean if it doesn't put money in your pocket? That was the important thing to me and all I got out of my work there was a black eye. I suppose almost every one says that it was a good experience but I don't see where any experience such as that is good unless it means something to you financially. Dash told me when I left there that I had learned about all that conference leading could teach me. I went away thinking I had done a good job because he told me that. My Foreman down here didn't get that idea at all. He told me that I had been a flop up there and that they seemed to be darn glad to get rid of me.

"I can honestly say that there wasn't one day that I worked up there when I felt right. I was sick all the time. I guess if I hadn't taken extra good care of myself I would have been a lot worse off. The fact is I am just beginning to feel like my old self now. I can't understand why they treated me so nicely up there and then sent me back to the shop with a black eye. Dash came over to see me when I was sick and as soon as I saw him I cried like a baby. I never could explain that but I know I was very anxious to get back to work. I was very glad to see some one from the Plant. I liked Dash a lot personally and I still can't say anything against him. One of the men from up there came down and told me he wouldn't believe him if he swore to it on a stack of bibles. I think Well, I better not say any more. It won't do me any good anyway.

"I am getting along all right now. I feel better and I had a talk with the General Foreman. They put me out on the floor a few months ago and I guess the activity of running a gang is doing me good. They promised me something better in a short time. I have been getting along nicely with my girls. I use the old psychology on them. I had one girl that couldn't make her bogey at first. She was an old timer and like most women she was very temperamental. I tried to talk to her about her bogey one day; she flew up in the air. She said she had never had any trouble making her bogey before I took hold of the gang. I didn't say anything more to her but the next day I went over and said to her, 'How is every little thing today?' She was still out of sorts and so I let her alone, but I kept talking to her day after day and now her bogey is all right.

"Can you tell me of any one who has left the interviewing program

He

that has received something better?"

I: "That depends on what you mean by 'better'."

E: "I mean a better job. Something that will put more money in their pockets. I have talked to almost all of them and there isn't one of them that got anything out of their interviewing training. When I went up there I was given to understand that that was a permanent job. My Foreman told me when I came back that he understood that I was to be up there permanently. He also thought that if I hadn't been a flop I would have stayed there, so you can see the handicap that I have been working under since I came back."

"Well, I've got to go now. I've got a lot of work to do."

P 15.

September 5, 1930.
Rotational Training Study.
Interview No. 15.

E: "I don't believe I can help you out much because I haven't had a chance to practice the things I learned up there. I really haven't got any job at all. You saw that stack of tickets I had when you came up - that was just a stall. I can't stand it to sit around all day and not even look as though I am working. I haven't even got any boss; at least if I have a boss, he hasn't told me to do anything since I came back. The fellows in the department are beginning to kid me. The Assistant Foreman asks me every once in a while what I am doing. He just does it for a joke, and I usually tell him, 'None of your business. You are not my boss.' Several of the Section Chiefs have been asking him lately about my job. He laughs and tells them to go over and ask me that. I usually tell them that it is secret service work. I tell them that if I let out the secret about my job that they would all be wanting to get it. I am really supposed to be making special studies but they only gave me one job to do since I came down here.

"Dash told me I was going back to the shop on a Friday. That Saturday I saw the Foreman and General Foreman from the department and went over to ask them what I was going to do. They told me that they had some special work planned for me and my first job would be to investigate tickets that are being lost. At that time they were losing about seven thousand a week. I started an investigation and I have cut down the loss now so that there are only about two hundred a week missing, but as far as I am concerned that job is over with. All I have to do is to check the ones that handle the tickets every week or two to see that they don't lose any that they receive. That check is almost useless now because they are all being careful. They used to hold a lot of tickets that they didn't know what to do with and if they couldn't find a place for them they threw them away. Now I have got them so that they know what to do with every ticket. If they can't find a place for it I tell them to have it cancelled.

"I understood that they had several jobs in mind that they wanted me to investigate but it seems as though they haven't got anything for me now. I wish I could have something to show for the time I spend at least because I don't see how they are going to be able to give me a raise, and if they don't give me a raise I won't be able to say a word because I can't show what I've done. I went up for my service button in May. Mr. Dash asked me what I thought of the interviewing program. I told him that I believed every supervisor in the shop could benefit by that training.

RS

"An interviewer meets a great many characters. Of course, certain interviews get monotonous. I had some departments and all I could get out of them was rates. It got tiresome listening to those stories, but every once in a while you would get one of these peculiar fellows and he would tell you a good story. I remember one lad over in the Box Shop. Every one over there had been kicking about the percentage but this lad was only about eighteen years old and he started out by kicking worse than the rest of them. He was making thirty-nine cents an hour and they were getting 40% piece work so I said, 'You are just a kid. You ought to be satisfied with what you are making.' He said he wasn't making enough. He said he was going to get married. He had a girl about sixteen and he had been going with her for six months. He had an idea that that was long enough to know a girl before getting married. I talked to him for about an hour. I told him how foolish he would be to get married and how hard it was to get along, and I finally convinced him; at least, he said, 'I guess I'll put it off for a little while.' The next week we went on our vacations and the second day after we came back I was walking through the shop and I heard somebody holler, 'Hey, Dash, come here.' I went over and he told me that he got married last week. I said, 'The h--- you did. Why you d--- fool, what did you do that for?' He said, 'The girl and I were coming back from our vacation. We went through Crown Point and she suggested that we get married there. I said, 'All right,' and so we did it.' That is the way with a lot of people. They are irresponsible and they don't try to think about what they are doing.

"I should think it would be a good idea to interview the supervisors. I know there are a lot of interesting characters among them. I had a great many of them ask me when they were going to be interviewed, and I always told them that their turn would come pretty soon. I think some of them are really anxious to be interviewed, but there are probably a great many that wouldn't want to talk.

"There is one Gang Boss in a department near ours that is absolutely crazy and the way the fellows kid him is a shame. They are always playing jokes on him to make him mad. He has threatened to kill people several times. I believe he will do it some day if they don't let him alone. They drove one fellow crazy up there by their fooling around. He had just come back from the war and he had a little touch of gas. He acted rather queer and the fellows played jokes on him until he finally came down one morning and sat at his bench until 11 o'clock and did nothing. He had a funny stare in his eyes and the Assistant Foreman finally got him out of the department. They had him in an institution

RS

for a year and a half and now I hear he is all right.

"There are a lot of old timers in our department and most of them are peculiar.

"Well, I don't suppose I've told you much of anything but I can't practice the things I learned up there when I have no one reporting to me. I am not worrying about that though. I am going to just go along and do the best I can and hope that things will change."

BS

16

September 18, 1930.
Rotational Training Study.
Interview No. 16.

E: "I haven't had much chance to do the things that we learned up there. I have only got a few girls to take care of. I did have a big gang but now I haven't got very many. If I had as many girls as Miss Dash has I probably could do better, but my job isn't really a girl's work anyway. They ought to have a boy doing this. There are too many boxes to lift. I guess if I ever got off the job they will put a boy in here. I've got a boy helping me now so I guess that's what's going to happen some day.

"This Company is a lot different than it used to be. Everything seems to have changed. They used to have a lot of different ideas, especially about handling help. Now they expect a Gang Boss to get along with everybody. Sometimes a Gang Boss would like to have a girl fired but we know now that we have to get along with them. In the old days, the Company wasn't like that. If you didn't toe the mark you would get out. There was a lot of favoritism shown then, too. Now you've got to try to be friendly with everybody whether you like them or not. Some of the girls are so nice you feel like giving them all the good jobs, but you can't do that. You have to be fair with the others.

"There is only one girl in my gang that causes me trouble. I had a terrible fight with her. The Foreman sided with me though and laid the girl off for four days. We had this rumour one morning and she went out of the department and didn't come back until after dinner. When she came back the Foreman called her over. I don't know what went on then but he laid her off. I guess she went up to the Personnel Department, too, and told them a lot of stuff about me, but I don't care. Everybody has trouble with her. She is the kind of a girl that gets pally with you for a little while and then starts a fight with you. She isn't really a girl, she is a woman. She is about forty years old. She is a good worker in one way. She likes to work fast, but she doesn't like to do any hard jobs. Some girls take pride in doing the hard jobs, but she doesn't like them. She likes to get all the easy work and then she slaps through it. Sometimes her job gets so bad I just can't stand it. One time we had a difficult job and the boss put her on it. I told him that she would never do that work, but he said to put her on there anyway. She spoiled more parts than she made good ones so I had to keep after her all the time she was on that job. I guess she went up to the Personnel then and told them I was nagging her.

"She was interviewed not long ago. The interviewer got her about

three o'clock and she kept her until 4:15, and the next morning the girl asked me about the interviewing. I told her they were checking up conditions in the department and that she could tell the interviewer anything she wanted to. The interviewer got her again at nine o'clock that morning and kept her there until almost noon. She must have told her plenty of stuff about me. I don't care if she did. She can't get along with any one.

"She's got a bad home condition. I guess she doesn't have any trouble with her husband. She's the boss there, but she has trouble with everybody else. One time she didn't come down for three days, and then she called up and told us that she had been in court. She said she sub-leased a flat and the owner was suing her for rent and damages. I guess she was in a lot of trouble then. She's got two daughters. One of them was in the marathon dance. She used to go down there on Saturday night and stay all night. Sometimes she would stay there Sunday night, too. There was nothing really bad about that but sometimes when she would do that she wouldn't come to work on Monday. I don't like to be nagging some one that is as old as she is. It is all right with a kid because they forget it, but when you get to be as old as she is you shouldn't have to have somebody nagging you.

"She is just kind of flighty though. She doesn't seem to care about anything. She used to work in another department and they couldn't get along with her up there and then they brought her in here and she worked for some of the other Gang Bosses. Nobody seems to be able to get along with her. I get along with all of the other girls fine. I tell them all that I don't like to be nagging at them but if they do poor work then I have to. I told them that if they wanted me to let them alone all they had to do was do good work.

"I think I learned a great deal in the interviewing department. I got a better picture of the Plant than I had ever had before. When you work in one department all the time you don't know what they are doing in some other department. I remember one department especially that had a lot of problems in there and now I understand that they've taken away a job that they saved for all the old timers. When a girl couldn't do anything else they put her on this job straight piece work and the rates were very easy. There is a lot of difference between working straight piece work and gang piece work. You can't have too many old timers in a gang but on straight piece work it doesn't make so much difference.

"I made a lot of contacts when I was up in the interviewing department that were very good. I think Miss Dash has the sweetest personality

RS

of any one I know. I had seen her before I went up there but she is so quiet and retiring that I didn't know her. I see her now two or three times a week. I think Mr. Dash is just wonderful. He talks so nice and he is so considerate. He helped me a lot when I left the department. You know, there were four of us that left at the same time. He called us all in a room and gave us a little talk. He told us one thing that did me a lot of good. He said always to be calm and never get excited. If some one else gets excited to let them talk until they get over it. I used to get excited very easily but I don't do that any more. I get along just as well without fighting so much. Maybe that is because I am getting older. I don't know, but at any rate, I am a lot quieter.

"Have you heard about those lessons that they give us on Saturday mornings?"

I: "No."

E: "They are about K orders and the way expense is figured."

The employee talked for about fifteen minutes explaining in detail the entire course. She suddenly stopped and said, "Say, I am interviewing you."

I: "That's all right. You go right ahead."

E: "No, I don't want to do that. You are supposed to interview me."

I: "Well, all right. Then you tell me some more about things you've noticed since you have left there. It seems to me the higher-ups have changed lately. They've gotten rid of fellows that didn't have the right ideas. That's made the Foreman in the shop change, too. They've got to live up to what the Company wants or else they have to get out. The Foreman in the next department was taken out, and I think that was just the reason. His assistant was sent to Baltimore. I haven't heard anything from him but the fellows they have in there now are much nicer. The girls like them a lot better because they get more consideration."

ME

17.

September 18, 1930.
Rotational Training Study.
Interview No. 17.

E: "I haven't been in this section very long. There are a great many problems but I haven't had much time to handle them. There is one though that you might be interested in. I've just recommended this girl to be transferred. Her case is up with Mr. Dash now. I can't understand this girl. I've done everything I could to try to make her work but it seems as though she just can't do it. She should be able to do it, too. They gave some of the girls here a psychological test not long ago and she rated as one of the highest, but still when it comes to turning out the work, she is an absolute failure. I have recommended that she be put on a straight piece work or day work job. I kind of hate to see this girl go because it seems to me that she should be able to do the work. She's got a lot of work to do at home. Her mother died and there are several kids in the family. She gets home at night and practically takes care of the whole house. She washes and irons and does the mending. A girl like that is all right and for that reason I don't want to see her fired, but I have so many problems in this gang that I can't carry her with her low production. If she was the only one it would be all right. Our percentage is low enough now without trying to carry a lot of girls that can't do the job.

"I am getting the rest of my problems straightened out slowly. One girl's production was way down but her quality was very good. The Gang Boss kept kicking about her and when we made our first lay-off list he put in her name as being one of his poorest operators. I have made a practice of always giving the girls a chance to make good before I lay them off and so I called this girl up and talked to her. I told her that her name was on the list to be laid off and explained that it was because of her low production. I talked to her a long time like a 'Dutch uncle.' I told her how hard it was to get a job and I tried to find out just why it was that she didn't try to do better. I couldn't make much headway because she was so upset about being laid off. I finally told her that I was going to give her another chance. I told her that I would give her two weeks to improve her production. The first two or three days she was so nervous and excited that most of her work was bad. The Gang Boss complained about her work every day. I guess he was bothering the girl, too, by picking on her so I told him to leave the girl alone and give her all the chance in the world to make good. I could see that she was trying and the mistakes she was making were only because of her nervousness. She finally settled down and now her efficiency is second highest. I have asked the Gang Boss for names of girls to be transferred several times. He never gives

me her name. The other day I asked him if we hadn't better transfer this girl just to see what he would say. He told me he would rather not because she was one of the best girls in the department.

"That Gang Boss has caused me more trouble than any of the operators. I can't get him to understand that they are human beings and must be treated that way. His way of getting production is to threaten them. If an interviewer were to come over here and talk to my girls she would get an awful story from them because this Gang Boss goes to them and tells them that I am going to lay them off if they don't do better and things like that. I hear about those things every once in a while and it makes my job mighty hard.

"The other day we were going to transfer two girls to Hawthorne. I told him to think it over and let me know by noon. About ten o'clock two girls came up to me and said that they had been told that we were going to transfer some one and asked if they couldn't go. I talked to them for a little while and I found out that this Gang Boss had gone to them and told them that if they didn't get their production up that they were going to be transferred. One of the girls explained to me that she lived near the Hawthorne Plant and it would save her expense. I didn't want to transfer either of them, but as long as the Gang Boss had started it I had to do something. I tried to find out why the other girl wanted to be transferred. She finally admitted after a long time that the only reason she wanted a transfer was to get away from this Gang Boss. He had been threatening them so many times that they were afraid that if they didn't take this transfer that they would be laid off. I had to tell her that she was doing a good job and that there was no danger of her being laid off if she stayed. I also told her that if I had anything to say to her about her work that I would call her up to the desk and talk to her. I told her, 'You have seen girls called up to the desk before and you know that it was because I had something to say to them. I have never, since I have been in charge of this gang, sent any messages to you girls by the Gang Boss, and I don't ever expect to, so if he comes telling you that I've said things, don't pay any attention to him.' I also told her that she had a very good chance to get more money in this department if she wanted to stay, and I asked her to think it over until after lunch. She finally decided that she would just as soon stay, and so I transferred her girl friend and kept her.

"I don't know what to do with a Gang Boss like that. I tried to show him that he is making the job impossible for both himself and me, but he doesn't seem to care. The Department's Chief seems to feel about the same way that I do. He doesn't know how to handle him and he doesn't

seem to want to learn. The Department Chief has recommended that he be demoted but they hate to do a thing like that because once a Gang Boss is demoted it is almost impossible for him to come back.

"We have a group of girls over there that are doing repair work. When I took charge of the section we had seven girls doing that work. I have been able to cut it down to three. A few days ago I noticed on the report that one of the girls was quite low in her production and so I called her up to find out what was the matter. She started to cry as soon as I told her that her production was low because she figured she was going to get laid off. I finally found out that this girl was doing more work than the others but she wasn't getting any credit for it. She was working on one of the most difficult relays we have, and then, when these relays come back from the Inspection Department they are all mixed up. She sorts out all the relays that come back for the whole group, and on top of that she had to hunt all over the department for boxes to put them in. This took a great deal of her time but the Gang Boss didn't take those things into consideration at all, so I didn't know what the girl was doing. I gave the Gang Boss a ride about that. I also told him to have one of the boys look around the department for boxes and bring them to her twice a day. Two days later I noticed the girl still hunting for boxes. I called the Gang Boss over but I didn't say a word to him. I took him over to the boy that I wanted to get the boxes and I said to the boy, 'I want you to take about ten minutes in the morning and pick up fifteen boxes for this girl. Will you see that that's done every day?' I didn't say a word to the Gang Boss but I turned around and walked away. I guess that made him sure, but I don't know how to teach him any other way.

"There are a few of the problems that I have with the help. I don't get as much time to check up these things as I would like and I really ought to have a Gang Boss that I can depend on. I never had to pay any attention to my other gang at all, but I have to stay with this one constantly. In addition to that we're behind schedule and I have to try to chase up switches. We are having an argument with the rate department so I am timing every operation to find out whether the rates are fair, setting all the bogs and figuring the efficiency every day, so this is a real tough job. I had an idea of what I was going into but I didn't realize that it was this bad.

"When I first came over here I had a section for a little while and then they put me on special studies. I asked the General Foreman if I could set bogs all over the department. He told me to go ahead. Then they began cutting things down so that they couldn't afford to keep a man on that job any more so they put me out here. I like it all right

but the day isn't long enough. If I could only get rid of that Gang Boss I would be able to do so much more.

"I have had trouble with the Assistant Foreman, too. The Foreman doesn't seem to have much confidence in him. I am working on a report now that the Assistant Foreman was asked to do but he got the thing so muddled up that the Foreman asked me to do it myself. When I finish it I'll hand it directly to the Foreman and I suppose we will have a row about that.

"I had my first argument with the Assistant Foreman shortly after I first came over here. We didn't have a Foreman at that time so he was in charge. I had a man working for me whose efficiency was the highest in the group but he wouldn't work any more than half the time. He made himself very conspicuous standing around with his hands in his pockets. The Assistant Foreman wanted me to make that man stay on the job and work. I told him that the man's efficiency was higher than any one else and I didn't think that we should say a thing to him. We have to deal with all kinds of individuals on a job of this kind and if this was just one of his peculiarities it should be overlooked. He couldn't see it that way and he laid the man off for several days, but he came back and did the same thing. I didn't know what to do about it but it seemed to me that as long as this man was doing his work we shouldn't bother him. When our Foreman came over here I took the case up to him. I told him all that I knew about the man and told him that I thought he could work a lot faster but all he wanted to do was to keep ahead of the rest, and I could show you figures for every month since I have been here and that man heads the list each time. I explained to the Foreman the attitude the Assistant had taken and told him that I had had enough trouble about the man and we would have to come to some settlement or else give the man a transfer. He said, 'Our efficiency is low enough now without transferring one of our best operators.' He finally decided that maybe the man would work better if we gave him a raise so he put through a four cent raise without telling the Assistant anything about it. The Assistant looks over the pay checks every week and when he noticed that this man had been raised four cents he was mad. His face got red and he walked out of the department and was gone for over a half a day. The Section Chief out there now was telling me the other day that he has just recommended that man for another raise and the Assistant Foreman jumped all over him again. The man's production is going up all the time. They've got a little competition for him out there now and he really is working hard, but still every once in a while he puts his hands in his pockets and walks around the department. He doesn't keep any one from working.

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Our General Foreman stopped him in the aisle one day. He asked him how things were going. The man said, "Oh, all right I guess. I am a little ahead in my work." He is one of those kind of fellows that doesn't care who he talks to or how he talks to them. He would talk to the superintendent the same way he talks to a sweeper. I really believe that is what makes the Assistant Foreman mad. He doesn't respect his authority."

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September 19, 1930.
Rotational Training Study.
Interview No. 15.

E: "I don't really believe I've got time to talk to you about that today. It's a big subject."

Interviewer explained the subject in detail and told him that he was particularly anxious to get his thoughts on the problem.

E: "Well, I don't know what to say. My work as a conference leader hasn't meant very much to me. I had the same job before I went there and I was getting the same pay as I am now. . . . Maybe it has helped me personally but I don't believe I am in a position to talk about that. My superiors and those working for me could probably tell you of those things better than I can. I rather think that it has broadened my outlook on the work in general but I don't know how else it has helped me.

"I have always acted natural with people who work with me. I did that before I went up there. I have tried to apply the ideals that they teach in the conferences and I think I have had some success. I have been told that I am too easy with the help. You see, there are a lot of people up here that have no use for that conference program. That makes my work rather difficult. I had a h--- of a fight with the boss yesterday. . . .

"I made a lot of friends among the Section Heads when I was leading conferences that mean a lot to me now. I think I know almost all of the supervisors in the Inspection Department personally. Of course there are a few that have been put in since I left there, but I can say that I know at least 90% of them. This has helped me in getting cooperation. I have been able to dispose of several jobs that were not up to standard just by asking these fellows to do what they could with them. That cooperation means a lot on this job. I haven't had to bowl many people out since I have been up here. Of course, I have had to issue orders that I didn't think were fair. They were given to me and I had to execute them. We all have to do that. I have had to bowl a few Section Heads out but I think I did it in a way so that it didn't arouse an antagonistic feeling between us.

"I bowled one of the men out not long ago. I told him that if I did what was right I could kick him all around the block. He works for me in Dash Department. I wanted to give him a transfer because he had reached his limit on that job and there was a possibility to go further on this other job. He had been down there about ten years. I talked to him about two hours and he turned the job down. I told my

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been about it and he talked to the man for a long time. I told him what it would mean to him if he refused the transfer, and I outlined the possibilities on the new job as best I could. I finally got him to accept it and I was talking to his Department Chief the other day. He tells me he is doing fairly well. He is not a bright, shining light on the new job, but he is at least doing satisfactory work.

"I believe that the ideals set up in the conferences are the proper methods for handling help, but there are a lot of people in our branch that don't. One of our Assistant Superintendents believes that the way to keep a man on his toes is to make a fool of him. He takes a delight in going into the shop and getting ahead of a Gang Boss or Section Head and making him look foolish. It is an easy matter for a man that works up there who has a broader picture of the job than the Gang Boss or the Section Chief has to make a fool of a man. I can really say that he has success with that method of handling them because it makes them careful what they do because they are afraid that he will come down and ask them some question that they can't answer.

"I know that I am rated as being soft or easy and I don't think that my work up there helped me in that respect because I am assured of that more now than I was before. That criticism comes from those who are not sold on the program so I don't pay much attention to it, but still it does have its effect."