

DON'T DISCLOSE IDENTITIES

From the beginning of these studies, the identities of the persons under study have been kept confidential. We look to you to carry on this trust. Please guard the privacy of the persons involved by substituting fictitious names, or code symbols for real names.

REPORT ON INVESTIGATION OF EMPLOYEE
COMMENTS - INSPECTION BRANCH

CIX

REPORT ON INVESTIGATION
OF EMPLOYEE COMMENTS
INSPECTION BRANCH

166 pgs.
1929



UNIVERSITY OF WISCONSIN - MILWAUKEE

Western Electric Company, 27

INCORPORATED

DON'T DISCLOSE IDENTITIES

DATE _____ 192__

From the beginning of these studies, the
policy of study have been to maintain the look
to you to carry on this trust. Please guard the privacy of
the persons involved by substituting fictitious names, or
code symbols for real names.

Is the hospital giving proper, prompt attention
to those who are not able to work, but must be
examined at the hospital occasionally. Incidentally,
is the hospital really giving the kind of service
and advice that its responsibility dictates?

In general, is our present method of ^{ascertaining}
the ^{relative} earned pay of the different men in any one
organization adequate and equitable?

For classes of work done also on the outside,
are we paying a rate favorable in comparison
to that paid on the outside?

Do our supervisors see that every one who
uses machinery, with safety and health
hazards, are properly instructed?

On close work,

227

October 28, 1929.

[REDACTED] - 6603:

Subject: Employee Interview
Investigation Program.

After about six months of investigation of employee interviews, we have some comments to make upon the results to date and our proposed further program.

In the period from March 15, 1929, to September 25, 1929, we have investigated the complaints registered in 321 interviews in nine sections. With a total of about 1300 interviews to cover, it is evident that this rate of speed will carry us well into 1931, before completion. Since the next interview of Inspection Branch employees is expected to begin about the first of 1930, it is considered desirable that our present program on the original complaints be completed by that time so that the decks will be clear for investigations on the new interviews if that is deemed advisable. To accomplish this, some decided and prompt changes in our program are necessitated.

With the present method of interviewing, the employees are promised that their comments will not be connected with their identity. This means that any attempt to rectify the conditions complained of in specific cases is bound to incur great difficulties, since so little definite information is available. A great amount of time can be spent with little accomplished in this attempt to treat complaints as specific and individual cases. On the other hand, this impersonal, unidentified information can be used to good advantage if we adopt a slightly different viewpoint in our investigation. We may regard the condition complained of as merely a "tip" representing what may be a general situation. On this basis then we can investigate conditions as a whole to see if the complaint is substantiated. If we find that it is, it will be possible to offer comments which may result in changes in policy or administrative practice.

Considering the great number of complaints we have on hand and the short time available (three months) to complete them, it appears advisable to us to abandon our attempt to consider each interview as an individual case meriting investigation. Rather, we believe it more advisable to select, from a survey of the remaining 900 interviews, those which seem to represent general conditions and then investigate these thoroughly to see if any major changes are

not record and

[REDACTED] - 6603:

-2-

October 28, 1929.

required. A sample of this would be the subject of lockers on which we have received quite a few complaints. In the past our comments have been that the complainant was receiving the same locker service as all the rest of the employees in the Branch and there seemed to be nothing we could do in his individual case. With the proposed method of investigation, we would collect all of the complaints on lockers and investigate the entire situation in the Branch to see what changes would be necessary to prevent locker complaints in the future.

In line with this proposed policy, then, we would discontinue investigating individual sections; instead, separate investigations would be made on items selected from the entire 900 complaints which would seem to indicate general dissatisfaction on the part of employees.

[REDACTED] - 6605.

CLT-605-3-AHS

Copy to:

[REDACTED] - 6625

*File in
Employee Interviews
folder 227*

SUBJECTS AND THEIR DEFINITIONS USED IN CLASSIFYING EMPLOYEES COMMENTS

ABSENCE

Non-attendance either voluntary or involuntary and its treatment according to the Company policy, except comments on sick benefits; example, jury service, court attendance, personal reasons, military service, and sickness.

ADVANCEMENT

Any change in the employee's status with the Company in regard to position. Expressed by employee, as, promotion, better job, demotion, etc.

AISLES

Standard space reserved for traffic through or between rooms, includes stairways and courtways.

BOGEY

The system of measuring the efficiency of individuals.
(Except Piece Work)

CLUB ACTIVITIES

All functions under the control of the Hawthorne Club.

* DEBT

Anything claimed by the employee as such for all locations except warehouses, lockers, restaurant, and hospital, which are covered separately; example, dust, oil, grease, etc.

* FATIGUE

Weariness from physical or mental exertion. Keywords are heavy, hard, easy, nervous, standing, sitting, lifting, posture, tired, strain, etc.

* FLOOR

The structure on which the employee stands or walks. (Includes platforms.)

* FURNITURE AND FIXTURES

Necessary accessories which affect the personnel but affect production only indirectly with the exception of light, lockers, and toilet facilities which are covered separately; example, benches, stools, trucks, pans, drinking fountains, elevators, desks, chairs, clocks, etc.

HOSPITAL

The unit for all medical treatment or examination. Comments about doctors, nurses, cold treatment, etc.

HOURS

Time spent on the job for which the employee is paid; such as lates, overtime, Sunday, rest period, and night.

INTEREST

Expressed as such by employee.

* LIGHT

All degrees of illumination from either natural or artificial sources and its effect, such as, shadows, glares, shades, darkness.

LOCKERS

A compartment or receptacle for containing and protecting personal property. (Includes comments on space around them.)

MATERIAL

Raw stock or parts entering into the unit of production.

MONOTONY

Lack of variety or change. Repetitive operation.

* NOISE

Sound of any kind which may be disturbing to an employee.

* PAYMENT

Financial reward for services rendered. Comments on low rates, piece work, overtime, weekly rate, etc.

Note: Asterisk denotes piece work only.

PLACEMENT

The allocating of employees to jobs and then shifting between jobs. Comments expressing like or dislike, satisfaction or otherwise.

RESTAURANT

Facilities provided by the Company for selling food to its employees.

* SAFETY & HEALTH

Any disagreeable or dangerous condition which threatens the body or health; such as, callouses, blisters, soreness, and strains.

* SANITATION

Any condition which holds a possibility for the transmission of disease. For all locations except washrooms, hospital, and restaurant, such as, spitting, vermin, etc.

* SMOKE & FUMES

Any disagreeable odor visible or invisible.

STEADY WORK

Comments on lay-off or liding for constant employment.

SOCIAL CONTACT

Comments on reactions to, or the effect of personal contact with other people.

* TEMPERATURE

Degree of heat or cold in particular locations and its effect.

THRIFT

Any provision made by the Company which enables its employees to save or invest money.

TOOLS & MACHINES

All implements used in producing a unit of output; such as, hammer, screw driver, punch press, winding machine, etc.

TRANSPORTATION

All means of traveling between residence and working location.

VACATION

The standard period with pay allowed employees for rest or recreation.

* VENTILATION

All changes of air in a room and their effect. Caused by drafts, fans, opening of doors and windows, etc.

WELFARE

All functions controlled by the Industrial and Public Relation Branches, except Interviewing Program, Hospital, and Safety & Health.

WORKING SPACE

All space except standard space reserved for traffic through or between rooms, except locker space and washrooms.

* WASHROOM

All space provided with toilet facilities.

Note: Asterisks denote number 1 routing. Technical Branch Action Cases.

New System Of Classification Of Complaints

October 9, 1939.

DEFINITIONS OF SUBJECTS USED IN CLASSIFYING EMPLOYEES COMPLAINTS

ABSENCE

Non-attendance either voluntary or involuntary and its treatment according to the Company policy, except comments on sick benefits; example, jury service, court attendance, personal reasons, military service, and sickness.

ADVANCEMENT

Any change in the employee's status with the Company in regard to position. Expressed by employee, as, promotion, better job, demotion, etc.

AISELES

Standard space reserved for traffic through or between rooms, includes stairways and courtways.

BOGEY

The system of measuring the efficiency of individuals.
(Except Piece Work)

CLUB ACTIVITIES

All functions under the control of the Hawthorne Club.

* DIRT

Anything classed by the employee as such for all locations except washrooms, lockers, restaurant, and hospital, which are covered separately; example, dust, oil, grease, etc.

* FATIGUE

Weariness from physical or mental exertion. Keywords are heavy, hard, easy, nervous, standing, sitting, lifting, posture, tired, strain, etc.

* FLOOR

The structure on which the employee stands or walks. (Includes platforms.)

* FURNITURE & FIXTURES

Necessary accessories which affect the personnel but affect production only indirectly with the exception of light, lockers, and toilet facilities which are covered separately; example, benches, stools, trucks, pens, drinking fountains, elevators, desks, chairs, clocks, etc.

HOSPITAL

The unit for all medical treatment or examination. Comments about doctors, nurses, cold treatment, etc.

HOURS

Time spent on the job for which the employee is paid; such as later, overtime, Sunday, rest period, and night.

INTEREST

Expressed as such by employee.

* LIGHT

All degrees of illumination from either natural or artificial sources and its effect, such as, shadows, glare, shades, darkness.

LOCKERS

A compartment or receptacle for containing and protecting personal property. (Includes comments on space around them.)

MATERIAL

Raw stock or parts entering into the unit of production.

MONOTONY

Lack of variety or change. Repetitive operation.

* NOISE

Sound of any kind which may be disturbing to an employee.

* PAYMENT

Financial reward for services rendered. Comments on low rates, piece work, overtime, weekly rate, etc.

Piece work comments shall be given #1 Rowling

PLACEMENT

The allocating of employees to jobs and then shifting between jobs. Comments expressing like or dislike, satisfaction or otherwise.

RESTAURANT

Facilities provided by the Company for selling food to its employees.

* SAFETY & HEALTH

Any disagreeable or dangerous condition which threatens the body or health; such as, callouses, blisters, soreness, and strains.

* SANITATION

Any condition which holds a possibility for the transmission of disease. For all locations except washrooms, hospital and restaurant, such as, spitting, vermin, etc.

* SMELL & FUMES

Any disagreeable odor visible or invisible.

STEADY WORK

Comments on lay-off or liking for constant employment.

SOCIAL CONTACT

Comments on reactions to, or the effect of personal contact with other people.

* TEMPERATURE

Degree of heat or cold in particular locations and its effect.

THRIFT

Any provision made by the Company which enables its employees to save or invest money.

TOOLS & MACHINES

All implements used in producing a unit of output; such as, hammer, screw driver, punch press, winding machine, etc.

TRANSPORTATION

V-2802 Nov 28 37

All means of traveling between residence and working location.

VACATION

The standard period with pay allowed employees for rest or recreation.

* VENTILATION

All changes of air in a room and their effect. Caused by drafts, fans, opening of doors and windows, etc.

WELFARE

All functions controlled by the Industrial and Public Relation Branches, except Interviewing, Program, Hospital, and Safety & Health.

WORKING SPACE

All space except standard space reserved for traffic through or between rooms, except locker space and washrooms.

* WASHROOM

All space provided with toilet facilities.

Note: Asterisks denote master I route.

September 18, 1929.

METHOD OF HANDLING ANALYSIS OF EMPLOYEE INTERVIEWS

After several discussions with [redacted] of Inspection, [redacted] of Operating, and [redacted] of Technical, the following list of subjects is tentatively adopted as a basis for our classification of comments. This list will be altered from time to time as experience indicates better groupings.

The letter (B) shown at the left of the subjects denotes that a copy of all comments classified under the subject will be sent to the investigating organization of the branch being interviewed; the letter (T) that a copy will be sent to the Technical Branch representative for his investigation.

<u>WORKING CONDITIONS</u>	<u>THE JOB</u>
B Absence - (Enforced (Personal (Payment for	B Advancement - (Undergraded B Bogey - (Task
B Aisles - T (Narrow (Crowded (Blocked	T-B Dirt - (Floor (General (Benches (Oil
B Club Activities - (First Aid (Entertainment - (Noon Hour (Evening (Athletics - (Baseball (Tennis (Gym. Classes (Playground Ball (Store (School	B Education B-T Fumes B-T Fatigue - (Lifting (Standing (Nerves
T-B Equipment - (Drinking Fountain (Clock - (Location (Congestion (Elevator (Stools	B Working Hours - (Overtime (Night (Day (Standard (Rest Periods
B-T Floor - (Wood (Cement (Composition (Metal (Sanitation	B Hazard - (Callous (Eye strain B Interest - (Lacking (Great B Monotony B Instruction B Material B-T Noise - (Peculiar to Job (General

WORKING CONDITIONS, cont'd.

B Hospital - (Emergency
(Examinations
(Cold Treatment
B-T Light - (Natural - (Skylight
(Window
(Shades
(Artificial
B Lookers - (Crowded
(Location
T - (Sanitation
B Personnel - (Transfers
B Transportation
B Restaurant - (Prices
T - (Sanitation
(Crowded
B-T Temperature
B Thrift - (Savings Plan
(Insurance
(A. T. & T. Stock
(Building & Loan
B Vacation
B-T Washrooms - (Crowded
(Sanitation
(Location
B Welfare - (Employment
(Publication
B-T Ventilation - (Fans
(Window
(Door
(Skylight
B Interviewing Program

THE JOB, cont'd.

B Payment - (Day work
T - (Piece work - Straight
- Gang
(Overtime
B-T Safety - (On job - (Goggles
(Gloves
(Hair nets
(Shoes
B-T Snacks
B Working Space
B Tools

In order that we may have a convenient method of handling comments when classified, it was decided that each comment containing a complete thought should be typed on an individual sheet. This was made a 3" x 5" sheet divided into three spaces. In the upper left corner will be shown the department number, building location, serial number of the interview, date it was taken, whether from man or woman, and the initials of the analyzer.

In the lower left corner will be shown the initial letters of the main classification, Job or Working Conditions. Beneath this is shown the subject and possibly one or more sub-headings, which will be the basis for filing. Under this will appear numerals to show where copies of the comment are to be sent. (1) Will indicate the Technical Branch, (2) the Operating Branch, and (3) the Inspection Branch representatives. Showing the routing in this manner will enable investigating groups to avoid duplication of effort between them.

6605-2
received

September 18, 1929.

[REDACTED] - 6605:

Subject: Analyzation of Employees' Interviews.

Attached is an outline of the plan we propose using in forwarding to you comments obtained from employees' interviews.

SD
[REDACTED] - 6088.

FEB:EL

September 1, 1938.

[REDACTED] - 6605-2:

Subject: Maintaining a File of All Employees
Dismissed During Reduction of Force.

Relative to our recent conversation concerning the above subject, it is my intention to originate such a file, when justified, for the purpose of assuring ourselves that each individual employee is given utmost consideration with respect to up-grading to their former grade when conditions justify such a move.

Heretofore we have depended more or less on the line organization for taking care of such cases, and did not, to my knowledge, follow through on individual cases. Often times, however, our attention was called to specific cases.

[REDACTED] - 6606-2.

JCH:EK

Copy to:

[REDACTED] - 6600
[REDACTED] - 6604
[REDACTED] - 6608

H.W. 405-A (3-28)

Western Electric Company, Inc.,
Manufacturing Department,
Hawthorne Works

NOTE:—THESE INSTRUCTIONS, TO BE USED IN COMPANY BUSINESS ONLY, ARE NOT FOR PUBLICATION.

M.D.I. 1.14 144-88-H
August 29, 1929. See Chart 81.
Replaces Chart of previous
issue.

Organization of
INDUSTRIAL RESEARCH DIVISION, 6088,
Industrial Relations Branch

[REDACTED], Chief of Division, 6088	([REDACTED] Chief of Employee Relations Research Department,	6088-1
	([REDACTED] Chief of Supervisory Training Department,	6088-2
	([REDACTED] Chief of Research Studies Department,	6088-3
	([REDACTED] Chief of Industrial Development Department,	6088-4
	([REDACTED] Chief of Clerical and Stenographic Section,	6088-5

Effective as of Monday, August 19, 1929.

Copies to:-

Hawthorne Works
All organizations.

Engineer of Manufacture
All organizations.

Reason for reissue:- Title of Department 6088-1 changed; former Section 6088-4
changed to 6088-5; Department 6088-4 added.

Branch Report
Aug 8, 1929.

Aug 8-1929

INVESTIGATION OF COMPLAINTS - EMPLOYEE INTERVIEWS:

In the course of investigating interviews during the past month, two situations or conditions complained of, which are common to the Branch as a whole, have been discovered and remedies suggested.

In one instance an employee complained that during the slack period, he was transferred to another Section, his grade number reduced, and that has not since been upgraded. Since the Personnel Division is advised of all changes in employees' occupation grade numbers, it was proposed that they establish a file of employees who have done a satisfactory job on work of a given grade and then have their occupation grade reduced during the slack period. These employees could then be upgraded as soon as the opportunities arose or reasons for not upgrading determined.

In the second instance, an employee complained that while his average efficiency was 120% while he remained steadily on the job, when he was taken off to do miscellaneous work his efficiency dropped to 100%. It was proposed that two or three people in each Inspection Section be designated in advance to handle miscellaneous jobs, and in consequence be given special consideration at rate revision period. They would be rewarded not only on the efficiency attained but also because of their ability to handle a variety of work. Such a job would be a logical stepping stone to a supervisory job.

*Material
Ordering*

Point to a *Chief* *attending* *upon* *to* *a* *certification* *job*.

making of *short* *spells* *to* *handle* *a* *series* *of* *work*. *With* *a* *job*

which *point* *to* *handling* *the* *point* *of* *the* *efficiency* *attained* *and* *also*

consideration *to* *given* *the* *best* *consideration* *of* *the* *relation* *between*

material *to* *handling* *in* *relation* *to* *handling* *material* *jobs*, *and* *in*

point. *It* *was* *found* *that* *one* *or* *more* *books* *in* *each* *instance*

When *he* *was* *asked* *to* *do* *unsuccessful* *work* *his* *efficiency* *dropped*

When *he* *was* *asked* *to* *do* *unsuccessful* *work* *his* *efficiency* *dropped*

In *the* *second* *instance*, *an* *employee* *complained* *that* *while* *he*

or *reason* *for* *not* *obtaining* *certification*.

Because *could* *then* *be* *understood* *as* *soon* *as* *the* *observation* *was*

single *observation* *made* *regarding* *the* *point* *being*. *There* *was*

have *been* *a* *satisfactory* *job* *on* *part* *of* *a* *given* *employee* *and* *then* *have*

been, *it* *was* *imposed* *that* *each* *employee* *in* *the* *case* *of* *employee* *who*

material *is* *added* *or* *all* *changes* *in* *employee* *certification* *was* *un-*

checked, *and* *that* *was* *not* *given* *material*. *Since* *the* *material*

period, *he* *was* *transformed* *to* *another* *position*, *his* *name* *number* *re-*

in *one* *instance* *an* *employee* *complained* *that* *while* *the* *point*

material.

was *to* *the* *point* *as* *a* *whole*, *was* *not* *discovered* *and* *material*

material, *the* *material* *on* *certification* *of* *point* *of*, *with* *the* *cer-*

in *the* *case* *of* *investigating* *information* *during* *the* *case*

investigation *of* *certification* - *material* *material*.

July 12, 1929.

- 6600:

--6605:

Subject: Employee Interviews.

In reviewing complaints of employees in Inspection Section 6643-1, we have discovered the following cases which we believe merit discussion in the Supervisors Training Conferences, with the object in view of promoting more intelligent performance of supervisory duties, and handling of supervisory problems, throughout the Branch.

Interview No. 101 brings out what one employee did to secure a job to which she is better fitted. This employee did not like her job since no matter how hard she worked she was unable to attain the desired efficiency. She did not blame the rate, but herself, as she states she did not have the knack of handling a great many wires at one time. However, she secured a transfer to another job on which she is making good and is highly satisfied, since she has been able to increase her earnings.

We believe that this interview, or a similar one, could well be used in showing supervisors the importance of studying the natural aptitudes of employees, in order to place them on work for which they are best fitted.

Interviews No. 858 and 155 suggest the importance of making proper use of task and begay efficiencies. In these interviews, the employees complain that the begays are hard for new employees to meet, and that more time should be allowed. Both the efficiency, and the quality accuracy, of new employees are recorded in order that the Management may have a complete picture of performance along this line. However, this information should in no case be held over a new employee as a threat. On the other hand a new employee should first be instructed to do the job and then encouraged to develop accuracy, since it is a recognized principle that on any manual operation accuracy should be developed first and speed then developed while retaining the accuracy. New inspectors should be made to feel that speed is of secondary importance to learning to do the job well, and given to understand that allowances are made because of the fact that they are new employees.

Interview No. 152 raises a question of policy in regard to informing each employee of his true status. A former group chief was demoted at the time the inspection force was reduced and apparently has not been since considered for promotion to his former rank. If his performance as group chief was unsatisfactory he has not been so informed. In the meantime he is dissatisfied for lack of a satisfactory explanation of his present status.

*Not sent on
instruction from
J. M. J., re: instruction
support discussion
and of.
Supervisory
Training
Conferences.
R. H. W.*

[REDACTED] -5088-

-3-

July 12, 1939.

It is felt that this interview offers excellent material for discussion as to the proper policy to follow in dealing with employees. Some benefits of a policy of dealing frankly with employees suggest themselves. The conference itself will no doubt develop the subject quite fully.

We shall be glad to receive any suggestions or comments you may have to offer in regard to these proposed subjects for supervisory training conferences.

[REDACTED] - 6405.

RDW-605-S-AM

Copy to:

[REDACTED] - 6400
[REDACTED] - 6403
[REDACTED] - 6404

Seating Equipment Standards.
Swinging Stools.

6605-2

June 26, 1929.

6/29

[REDACTED] - 6605:

Hawthorne.

Replying to your memorandum of June 19th relative to the standardization of swinging stools of the type described as No. 413 in the Sani Products Company's catalogue to take care of cases in the manufacturing area where operators normally stand at their work but require to sit down for an occasional rest period.

In visualizing the demand for stools of this character, it would seem probable that the requirements would be so small as not to warrant the expense of standardization. However, I am asking [REDACTED] - 6818-1 to make an investigation and submit a report to us as soon as possible.

E. T. Sickels
[REDACTED] - 818.

CTS-818-HM

Copy to:
Messrs.

[REDACTED] - 6005
[REDACTED] - 6600
[REDACTED] -
[REDACTED] - 6818
[REDACTED] - 6603
[REDACTED] - 6088
[REDACTED] - 6510
[REDACTED] - 6818-1

(C O P Y)

June 19, 1929.

[REDACTED] - 6818:

Subject: Seating Equipment Standards
Swinging Stools.

In the course of the employee interview program, conducted by Industrial Research Division - 6088, complaints in regard to standing all day were made by several employees in the green coil portion of Inspection Section 6652-1. We are now engaged in investigating these complaints, and although this group has recently been transferred to the Operating Branch, Department 6321, we are interested in arriving at a solution of the situation described. Since you are functionally responsible for the types of seating equipment used, we are referring this condition to you for action.

Chairs have not been furnished these employees in the past for the reason that the work can be done more efficiently while standing, and the further fact that the provision of chairs for use a few minutes of each hour would have been impractical, since the type of chairs commonly used in the shop would be in the way when not in use. However, since this job is very fatiguing, seating equipment should be provided for use as found necessary.

After an investigation we have reached the conclusion that swinging stools similar to No. 413, illustrated and described in the Sani Products Company's catalogue, would be most suitable for this job. The situation has also been discussed with [REDACTED] - 6310 and [REDACTED] formerly 6310, who agree that swinging stools appear to be the solution to the problem. These stools may be attached beneath the bench and readily brought out into position when in use, or swung under the bench out of the way when not in use. In view of the facts, it seems logical to make this type of stool standard for jobs having the characteristics described. For your convenience, we are attaching to this memorandum a copy of the catalogue mentioned.

[REDACTED] - 6605.

RDW-605-2-MH

Copy to:

[REDACTED] - 6005
[REDACTED] - 6600
[REDACTED] - 6605
[REDACTED] - 6006
[REDACTED] - 6310

6605
FILE

227

May 15, 1929.

[REDACTED] - 6702:

Subject: Employee Interviews.

We have reviewed the interviews listed in your memorandum of May 13, 1929 and are of the opinion that these interviews fall within the scope of our investigation.

We thank you for calling these interviews to our attention.

[REDACTED] - 6603.

R.W.
FC-605-2-AHS

Copy to:

[REDACTED] - 6088

Return to dept 6605-2

RECEIVED	
UNIVERSITY OF WISCONSIN	
MAY 14 1929	
6605-2	

May 13, 1929.

6603

[REDACTED] - 6605-

In order to avoid confusion and determine who is functionally responsible, the following comments from employees, in their interviews with Department 6088, are called to your attention:

Interview No. 286 - Dept. 6614-1 - Building 22-3

Employee feels that he should be placed at a wall bench where he will have daylight instead of artificial lighting.

Interview No. 237 - Dept. 6631-1 - Building 24-1

This employee complains of glare, but we find that there is no evidence to substantiate his complaint, and that this may be caused by a condition of the employee's eyes.

Interview No. 227 - Dept. 6662-1 - Building 47-1

Interview No. 117 - Dept. 6662-1 - Building 48-1

These employees have complained that the combination of daylight and artificial light is hard on the eyes.

[REDACTED] - 6702.
[Signature]

PEF-6723-F-OTJ

Copy to:

[REDACTED] - 6088

PROGRESS OF EMPLOYEE INTERVIEWS

Case No.	SEC. No.	No. of Comp.	Date Started	Date Finished	Time Per Comp. days	DAYS PER COMPLAINT	No. of active comments	Estimate
1	6651-1	127	3-15-29	5-1-29	1.5		8	39
2	6641-4	17	5-1-29	5-15-29	.6		12	11
3	6652-1	103	5-15-29	9-30-29	1.9		20	55
4	6654-1	11	7-30-29	8-8-29	.7		8	8
5	6662-5	13	8-8-29	8-20-29	.7		12	9
6	6662-2	36	8-20-29	8-21-29	.03		19	1
7	6662-1	36	8-21-29	8-28-29	.2		28	6
8	6661-2	24	8-28-29	9-17-29	.6		14	15
9	6661-5	58	9-17-29	9-25-29	.1		311	7
10	6610-1	15	9-26	9-26	4:00			
11	6612-1	22		10-30-29				
12	6612-2	23		10-30-29				
13	6612-4	4		8				
14	6613	15		11-6	.1			
15	6614-1	22		9-14				
16	6614-3	17		32				
17	6614-4	16		3-14				
18	6631-1	14						
19	6631-2	2						
20	6641-2	1						
21	6641-2	19						
22	6641-3	19						
23	6642-1	5						
24	6642-3	72						
25	6642-2	7						
26	6642-4	56						
27	6643-1	6						
28	6643-3	4						
29	6643-4	23						
30	6643-8	11						
31	6644-1	35						
32	6644-2	24						
33	6645-1	12						
34	6645-2	12						

Case No

Sept 25

Sub- Case No.	Sec. No.	No. of Interviews	Date Hours Spent	Hours Per Interview	Accepted			
					CLT	GRN	GLS	JMK
1	6651-1	23	186	8.1				
2	6641-4	17	93	5.5				
3	6652-1	103	400	3.9				
4	6654-1	11	70	6.3				
5	6662-5	13	77	5.9				
6	6662-2	36	72	2.0				
7	6662-1	36	42	1.2				
8	6661-2	24	68	2.9				
9	6661-5	58	82	1.4				
10								
11								
12								
13								
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31								
32								
33								
34								

PROGRESS OF EMPLOYEE INTERVIEWS

NO.	SEC. NO.	No. of COMP.	DATE STARTED	DATE FINISHED	TIME per comp.	DAYS PER COMPLAINT			NO OF active COMMENTS
						0	1	2	
35	6651-1	0							
36	6651-3	19							
37	6651-4	40							
38	6652-3	11							
39	6652-4	10							
40	6652-6	23							
41	6661-2	30							
42	6663-1	84							
X 43	6663-3	18							
X 44	6663-4	25							
45	7612-2	0							
46	7614-5	8							
47	7632-1	1							
48	7632-2	7							
49	7681-1	20							
50	7681-2	19							
51	7681-3	41							
52	7681-4	5							
53	7682-1	25							
54	7682-4	50							
55	8682-2	4							
56	9642-5	5							
57	9662-6	18	9-24	7-26	1.15 hrs				
1280									
58	Clerical Complaints		7 hours						
59	Men at less than 500 ft.								

241

1280 total. Now averaging 16 per day
321 done in 6 hrs (1000)
727 remaining
1.4 = 108 7.8 hours
26 minutes

Dept. 6348 Bldg. 27-3-NW 1952-M	"I do not like the new piece work system. We all seem to be working hard but our earnings never go up. Some of the fellows on this job who have not been with the Company any longer than I have are getting more money than I get.	Dept. 6348 Bldg. 27-3-NW 1952-M <i>Date →</i> <i>Analysen</i>	"I have to breathe a lot of smoke caused by soldering."
<i>J</i> <i>Smoke</i> Piece Work		<i>Job</i> <i>Smoke</i> <i>Subdivision</i> <i>Routing</i>	
Dept. 6348 Bldg. 27-3- 1952-M NW	"In setting bogey rates they always time the fastest man. The rest of us are expected to maintain the pace set by him.		
<i>J</i> Bogey			

T.O.I.
1-3

1 Tech
2 Shop
3 Oper

White - Putnam
Yellow - Putnam
Green - Branch concerned
Salmon - Plant

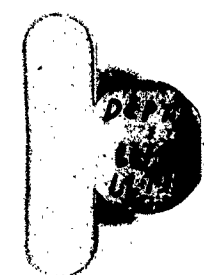
605-2

WORKING CONDITIONS, Cont'd.

Below is a sample of this card as it will be sent out showing the location of the above information:

Dept. No.-----	6348	"There are so many operators ringing their time on the same clock that it takes at least five minutes for everyone to ring after the stopping whistle blows."
Building location-----	26-3-SE	
Interview No. Sex-----	2004-M	
Date-----	July 1, 29	
Analyzer-----	FKS	
Working Conditions-----	W. C.	
Subject-----	Equipment	
Sub-heading-----	(Clock	
	(Congestion	
Routed to-----	12	
Operating & Technical		

Four copies of the above form, colored white, yellow, green, and salmon, will be made. The white and yellow copies will be retained in Department 6028-4 and filed for reference. The green copy, for items marked (B), will be sent to the investigating group of the branch being interviewed and the salmon copy of comments on subjects designated (T) will be sent to the Technical Branch investigating group. The latter two copies will be sent out each week sorted by department and subject in the case of the green and by building location in case of the salmon copy.



see file

227

October 21, 1929.

[REDACTED] - 6600:

Subject: Employee Interviews.

We have investigated the complaints made in the course of the employee interview program in Equipment Maintenance Department 6611, formerly Maintenance and New Apparatus Section 6612-1.

The results of this investigation are covered in the attached report. As shown below, it has not been possible to make recommendations or take action in all cases due to insufficient information or a wrong analysis of the complaint.

Number of complaints analyzed	- 23
Number of complaints omitted due to wrong analysis	- 3
Number of complaints omitted due to insufficient information	- 10
Number of complaints covered in report	- 10

Our information has been obtained chiefly from records of the interviews. However, at our request, [REDACTED] has supplied us with additional information.

[REDACTED] - 6603.

FG-605-2-AHS

Copy to:

[REDACTED] - 6005
[REDACTED] - 6088

DESCRIPTIVE INFORMATION

FOR DEPARTMENT 6611

Equipment Maintenance Department 6611, formerly Maintenance and New Apparatus Section 6612-1, is located in buildings 48-5 and 82-1.

All the employees in this department are male, thirty-four men being employed.

The work is handled on a day work basis; the average rate of pay is \$.78 an hour.

The work handled in this section consists chiefly of maintenance and inspection of testing apparatus for loading coils, transmitters, receivers, condensers, lamps, and sound picture apparatus; also, calibration and inspection of new testing apparatus.

October 21, 1929.

Department 6611

Interview
Code No.

Nature of Complaint

Interview No.

4.1

Lack of variety

396

Situation

This employee states that he is not dissatisfied with his job, but would like a change so that he could broaden his experience.

Action or Comments

We are informed that this employee has been transferred to other work.

5.5

Undergraded

395

Situation

This man said, "I am acting as a supervisor to four other men, but apparently I am not rated as a supervisor. I have been on this job six months now and apparently made good at it. At least no fault has been found and I feel that my rating should be changed to a supervisor's rating."

Action or Comments

We are informed that this man is now rated as a supervisor.

7

Shop hours

379

Situation

This employee said, "The only thing about the job I don't like is that it is on seven-thirty time. The reason I don't like seven-thirty time is that I have a long distance to come to work and I have worked so long on office time that I naturally am prejudiced against shop hours."

Action or Comments

Since most shop employees at the Hawthorne Plant start work at seven-thirty in the morning, we feel that this case requires no action.

7

A. T. & T. Stock Plan

356

Situation

One objection this employee has to the stock purchase plan is that it takes too long to pay up a share. He said, "They should allow

Department 6611

Interview
Code No.

Nature of Complaint

Interview No.

us to pay \$1.50 or \$3.00 a week on each share."

Action or Comments

Since under the A. T. & T. stock purchase plan, employees may subscribe for stock at approximately one-half its present market value, it is natural that many employees should desire to complete payment on the number of shares for which they are permitted to subscribe as soon as possible. Option "B" of the new stock purchase plan should partially overcome this employee's objection, since under this plan, employees are allowed to make weekly payments of \$1.00 on each share. Formerly, \$.75 a share was the maximum weekly payment allowed.

7

Elevator service

356

Situation

This employee said, "You know they have two elevators here. They either ought to shut them down and make people walk, or start some more elevators to relieve the congestion in the entrance."

Action or Comments

This employee no doubt has reference to elevators No. 16 and 17, and the southwest entrance to buildings No. 48 and 49.

After frequent observation we find that this entrance is congested approximately five to ten minutes in the morning, noon, and at night, when the employees are going to and from work. Since the entrances to most buildings throughout the Plant are unavoidably more or less congested during this period, we feel that no action can be taken.

7

Lunch stand service

387

Situation

This employee said, "I go to these lunch stands once in a while, but the service is bad; they ought to have a separate line for milk customers. It takes about half an hour to go through the line just to get a bottle of milk."

Action or Comments

Since two additional attendants have been assigned to the lunch stand in building 39-5, which is the nearest lunch stand to this section, we believe the service is now satisfactory.

Department 6611

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
7.10	Safety	356

Situation

This employee said, "I believe there will be an accident around here some day, due to the way they blockade the aisles with work. I have in mind mostly building 36-4, but it is more or less general in other buildings."

Action or Comments

After frequent observation, we find that the aisles in building 36-4 are unusually congested. However, we do not believe there is much danger of an accident from this source. Since any accident caused by this condition would no doubt be due to extreme carelessness on the part of an employee, we feel that no action can be taken.

7.7	Lack of advancement	387
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Situation

This employee said, "I am not crazy about the job. I would like to get out of the place I am in. They have promised to take me off as soon as they can."

Action or Comments.

We are informed that this employee has been transferred to other work.

7.7	Lack of advancement	352
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Situation

This employee said, "I would like to get ahead a little further, but have not had much success so far. The College men are not given preference in here; in fact, I don't think they get as much consideration, although it seems that if a man is from the "Big Ten", he goes along all right, but if not, he does not get anywhere.

Action or Comments

We are informed that this man has been promoted to a higher graded job.

Department 6611

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
7.8	Lockers	351

Situation

This employee said, "The lockers are too short - you can't get a decent sized coat in them. A fellow cannot wear a decent overcoat down to work."

Action or Comments

Since the lockers of which this employee complains are the standard type of lockers which are used throughout the shop, and since this is the only complaint of this nature, we feel that no action is necessary.

227

October 28, 1929.

[REDACTED] - 6600:

Subject: Employee Interviews.

We have investigated the complaints made in the course of the employee interview program in Meter Department 6613. The results of this investigation are covered in the attached report. As shown below, it has not been possible to make recommendations or take action in all cases due to insufficient information or wrong analysis of the complaint.

Number of complaints analyzed	15
Number of complaints omitted due to wrong analysis	1
Number of complaints omitted due to insufficient information	1
Number of complaints covered in report	13

Our information has been obtained chiefly from the records of the employee interviews made several months ago. However, at our request, [REDACTED] has supplied us with additional information.

[REDACTED] - 6603.

FG-605-2-AHS

Copy to:

[REDACTED] - 6005
[REDACTED] - 6088

not sent out

DESCRIPTIVE INFORMATION

FOR DEPARTMENT 6613

Meter Department 6613 is located in building 48-5.

All the employees in this department are male, fifty men being employed.

The work is handled on a day work basis; the average rate of pay is \$.79 an hour.

The work of this department consists mainly of assembly, calibration, inspection, and maintenance of meters, and repair of Duplex motors.

October 28, 1929.

Department 6613

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
7.19	Hospital service	421

Situation

This employee said, "I would like to mention the poor service you get at our company hospital. You usually have to wait at least two or three hours to see a doctor. After my operation they used to make an appointment to see me at 1:00 o'clock. Their examination would last about five minutes and then I was sent home. I live some distance from the Plant and in all, I often had to be away from home without a rest, for seven hours. Considering my condition, that was not so easy, and I believe it was not at all necessary. Of course, I realize that my time belonged more or less to the company because they were paying me, but it all seemed quite unreasonable."

Action or Comments

We are informed by Miss C. Nelson, Head of Medical Department 5096-2 and Miss M. Bartholomae, secretary to Mr. Albright, Head of Hospital Division 5090, that the time required to examine a patient is usually approximately twenty minutes, and despite the fact that emergency cases are given preference, the total time spent by a patient at the hospital during each visit seldom exceeds one hour.

7.7	Lack of advancement	422
5.7	Pay not comparable with others	422

Situation

This employee said, "In comparison with these other men, doing the same work here, I am the poorest paid man in the section. I was even with these men up to the last time, but now I am the lowest. I have the same amount of service and in addition, I also do a special job when I am needed."

Action or Comments

We are informed that this employee was changed to lower graded work, and has not received an increase in pay during the past three years. Since his rate of pay is approximately equal to the average rate of pay in this department, we infer that this employee has reached the limit of his ability on this work.

Department 6613

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
5.7	Pay not comparable with others	453-394-445- 446-365-391- 363

Situation

These employees complained that they are underpaid for the work they are doing when compared with other employees in this department doing similar work, and the entire job is underpaid considering that the work is highly specialized as a trade, and it is hard to get satisfactory men for this work.

Action or Comments

We are informed that since being interviewed, these employees have received increases of from \$.04 to \$.012 an hour, and their present rate of pay now ranges from \$.74 to \$.96 an hour. Since the average rate of pay in this department is \$.79 an hour, which, according to Mr. Brown of Department 6613, is more than the rate for similar work at Weston, and Jewell Meter Works, we believe no action is required.

7.10	Safety	4.23
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Situation

This employee said, "I think the bosses around here should have the responsibility of instructing new employees in the proper way of handling all hazardous jobs and in not only instructing them, but to watch them and see that they handle their jobs safely and take no chances."

Action or Comments

We find that temperature control, operation of lathe, and milling machines, are the only jobs in this department on which any abnormal accident hazards exist, and that the men doing these jobs are well trained and experienced at the work. Since no lost time accident has occurred in this department during this year, we feel that no action is needed.

4.34	Hard on eyes	396
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Situation

This employee said, "I feel as though my eyes are popping out because of the strain required to do this work without proper lighting. A special lighting equipment would help a lot."

Department 6613

Interview

Code No.

Nature of Complaint

Interview No.

Action or Comments

Meter repair work and maintenance of stop watches handled in this department is very close work and requires an unusual amount of light. It is found that the bench lights installed since the time of the interview, and now used on this work, do not supply sufficient illumination. However, since an order to change the general illumination in building 48-5, issued by Mr. Berklund of Maintenance Engineering and Service Division, is now up for approval of Mr. Pook, Technical Superintendent, we believe that the condition of which this employee complained will be rectified in due time.

7.7

Lack of advancement

395

Situation

This employee said, "I don't like this job. I've been on it a year. There's nothing to it, but to walk around and I don't feel I can accomplish much on it. I would like a job where I could work more. I've never said anything about it, because they have always treated me fine, and I have confidence that my bosses will do the right thing by me even though I feel I would like a better job."

Action or Comments

We are informed that this employee has been transferred to other work, and was upgraded four grades.

October 30, 1929.

[REDACTED] - 6600:

Subject: Employee Interviews.

We have investigated the complaints made in the course of the employee interview program in Equipment Maintenance Department 6612 as follows:

1. Section 6612-1, -2, formerly 6612-3
2. Section 6612-4, formerly 6610-1
3. Section 6612-3, formerly 6612-4

The results of this investigation are covered in the attached report. As shown below, it has not been possible to make recommendations or take action in all cases due to insufficient information or a wrong analysis of the complaint.

Number of complaints analyzed	42
Number of complaints omitted due to wrong analysis	4
Number of complaints omitted due to insufficient information	14
Number of complaints covered in report	24

Our information has been obtained chiefly from records of the interviews. However, at our request, [REDACTED] has supplied us with additional information.

[REDACTED] - 6603.

FG-605-2-AHS

Copy to:

[REDACTED] - 6005
[REDACTED] - 6088

Not sent out

DESCRIPTIVE INFORMATION

FOR SECTIONS 6612-1 AND 6612-2

Wired Equipment Maintenance Section 6612-1 and Miscellaneous Apparatus Maintenance Section 6612-2 formerly Maintenance and new Apparatus Section 6612-3 are located in building 48-5.

All employees in these sections are male, thirty-four men being employed.

The work is handled on a day work basis, the average rate of pay is \$.79 an hour.

The work in these sections consists mainly of inspecting, testing, maintaining, and repairing test sets used for testing wired equipment and miscellaneous apparatus.

October 30, 1929.

Sections 6612-1 and 6612-2

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
4.18	Lack of equipment	359

Situation

This employee said, "I think we ought to have some kind of tackle with which to raise our work to the benches."

Action or Comments

The difficulty of lifting work up to the benches has been partially overcome, since a bench approximately one foot high, on which heavy work is now handled has been recently installed in this section. At the time of this interview it was necessary to lift all such heavy work up to the standard type work benches which are approximately three feet high. However, this is still being done at times when more heavy work than can be handled on the low bench is coming through.

7.	A. T. & T. stock plan	390
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Situation

This employee said, "I think the company ought to let a man pay up on his stock in less time than they do, and the employees ought to get in on it when additional stock is issued, even if they have not fully paid up on the stock."

Action or Comments

Employees desiring to make larger payments on the number of shares for which they are permitted to subscribe, may now do so under option "B" of the new employee stock purchase plan, this plan permits weekly payments of \$1.00 on each share.

It is quite likely that this employee has reference to "rights" to subscribe for additional stock issued at times by the A. T. & T. Company to holders of capital stock. The stock sold to employees is treasury stock, which is not issued by the Bell Securities Company until it is fully paid for, and does not participate in any dividends or rights.

5.6	Task or bogey not fairly set	386
-----	------------------------------	-----

Situation

This employee states that the job he is doing is on bogey, but the bogey is so undetermined that there is no measure of what

Sections 6612-1 and 6612-2

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
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the men do.

Action or Comments

Due to the nature of the work, bogies have been found impracticable in this section, and were discontinued recently. All jobs are now day work.

7.7	Lack of advancement	386
-----	---------------------	-----

Situation

This employee said, "the job is all right, but there is no advancement on it; I did not get a raise this time. I don't say I am dissatisfied but in comparing my rate with others, I feel that I should have gotten a few cents anyway."

Action or Comments

We are informed that this employee's rate of pay has been increased \$.08 an hour at the last revision period.

7.1	Transportation	364-357-407-409
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Situation

These employees complained that the street car service is very poor. There are not enough cars on Cicero Avenue, and the cars are always crowded. One employee suggested that the company do something about improving the street car service on 22nd Street.

Action or Comments

Since the transportation problem is one to which individual employees must adjust themselves, no action can be taken to solve these difficulties.

5.7	Pay not comparable	359-399-386-360-358
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Situation

These employees complained that the pay in this section is not up to the standard of some of the other sections in the Inspection Branch, despite the fact that the work in this section is higher graded, and requires more skill and special training than is required for the work in these other sections, yet in general the hourly rates are lower.

One of the men said, "we fix up trouble for these fellows in

Sections 6612-1 and 6612-2

Interview

Code No.

Nature of Complaint

Interview No.

the shop, but they say, "oh, we are making more money than you are. In other words, they rub it into us."

Action or Comments

Possibly the jobs in the other sections mentioned in the above described situation are harder or the work less desirable. However, we find that the average rate of pay in this section is higher, or approximately equal to the average rate of pay in any of the sections in which the complainants do maintenance work. Since we can not discover that the men in this section are underpaid when compared with others doing a similar job in the Inspection Branch, we feel that no action can be taken.

7.

Lunch stand service

403

386

Situation

Two employees complained of the lunch stand service. One employee said, "I think that they should have more branches of the restaurant for distributing milk, coffee, and sandwiches. They are all pretty crowded now." Another employee suggests that they have a separate line for milk customers. He said, "it takes twenty to twenty-five minutes just to get a bottle of milk."

Action or Comments

Since two additional attendants have been assigned to the lunch stand in building 39-5, which is the nearest lunch stand to this section, we believe the service is now satisfactory.

DESCRIPTIVE INFORMATION

FOR SECTION 6612-3

Mechanical Maintenance Section 6612-3 formerly 6612-4, was recently moved from building 48-4 and is now located in building 48-5.

There are seven employees in this section, all being male.

The work is handled on a day work basis; the average rate of pay is \$.77 an hour.

The work of this section consists chiefly of Mechanical Maintenance of testing equipment in the Inspection Branch.

October 30, 1929.

Section 6612-3

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
5.7	Pay not comparable with others	363

Situation

This employee said, "The job is all right except that it ought to pay a little more money. I am getting less than the others. I was kept down for no reason at all. I was doing just as much work and just as good work."

Action or Comments

We are informed that this employee is now receiving \$.82 an hour. Since the average rate of pay in this section is \$.77 an hour, we feel that no action is necessary.

DESCRIPTIVE INFORMATION

FOR SECTION 6612-4

Equipment Checking Section 6612-4 formerly 6610-1, is located in building 48-5.

All the employees in this section are male, eleven men being employed.

The work is handled on a day work basis, the average rate of pay is \$.79 an hour.

The work in this section consists of making periodic checks on testing equipment, meters, and heat apparatus, also keeping record of engineering requirements.

October 30, 1929.

Section 6612-4

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
4.7	Monotony	410
4.23	Unfair distribution of work	410
4.1	Lack of variety	404

Situation

These employees complained that a large part of the work is routine, and at times it becomes more or less monotonous. One man said, "at times part of the work becomes monotonous, and this monotonous work should be more equally distributed amongst the men in the section."

Action or Comments

Since all factory work is more or less routine and monotonous, we feel that no action can be taken in this case.

4.1	Lack of variety	378
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Situation

This employee said, "our job is a kind of a routine job--the same thing over and over, but they are correcting that feature now. I have no other strong objection to the job."

The employee further states that the job is interesting. He said, "I get around the shop a good deal and it gives me a good idea of what is going on."

Action or Comments

Since what objectionable feature there is to this job is now being corrected, we feel that no action is required.

7	Lunch stand service	410
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Situation

This employee said, "In regard to the lunch stand, I don't patronize it steadily, but when I do, I always find a big line. I think that by having one more attendant they could get along very nicely."

Section 6612-4

Interview
Code No.

Nature of Complaint

Interview No.

Action or Comments

Since two additional attendants have been assigned to the lunch stand in building 39-5, we believe the service is now satisfactory.

7.10

Safety

378

Situation

This employee states that he has noticed the fire buckets are directly over the drinking fountains. The brackets on which the fire buckets hang are very small and if there should happen to be a flaw in the steel, it may result in a bad accident. The employee said, "I know I would hate to have my face in the drinking fountain when that bucket comes down."

Action or Comments

We find that fire buckets are suspended directly above most of the drinking fountains throughout the plant. These buckets are filled with water and hang by steel wire handles on steel brackets which are fastened to the building post. However, since the brackets are very sturdy and could support many times the weight of these fire pails without any danger of breaking, we feel that no action is needed.

4.1

Lack of variety

401

4.33

Uninteresting

401

Situation

This employee said, "the job is all right for a while but it has ceased to be interesting. I have been doing this work for the last three years. It is routine work and is done on a regular schedule."

Action or Comments

We are informed that this employee has been transferred to other work in the same section.

1614

October 30, 1929.

[REDACTED] - 6600:

Subject: Employee Interviews.

We have investigated the complaints made in the course of the employee interview program in Tool and Machine Inspection Division 6614, formerly Tool Inspection Department 6614. The results of this investigation are covered in the attached report. As shown below, it has not been possible to make recommendations or take action in all cases due to insufficient information or wrong analysis of the complaint.

Number of complaints analyzed	63
Number of complaints omitted due to wrong analysis	5
Number of complaints omitted due to insufficient information	10
Number of complaints covered in report	48

Our information has been obtained chiefly from the records of the employee interviews made several months ago. However, at our request, [REDACTED] has supplied us with additional information.

[REDACTED] - 6603.

FG-605-2-AHS

Copy to:

[REDACTED] - 6005
[REDACTED] - 6088

Not sent out

DESCRIPTIVE INFORMATION

FOR DIVISION 6614

Tool and Machine Inspection Division 6614 is located in Buildings 35-3 and 89-1.

All the employees in this division are male, one hundred and thirteen men being employed.

The work is handled on a bogey basis, the average efficiency being approximately 100%. The average rate of pay is \$.86 an hour.

The work handled in this division consists mainly of inspecting new, repaired, and changed tools and gages, special and standard machines, drill jigs, fixtures, punch, die, and tools for general use.

October 31, 1929.

Division 6614

Interview
Code No.

Nature of Complaint

Interview No.

4.22

Noise

228-234-412-173-
174-175-176

Situation

These men complained that the noise in this section upsets their nerves and makes them unfit to do this type of work. Due to the noise, jars, and vibrations, their nerves are on edge and they can not concentrate on the work. The vibration upsets adjustments, and it is necessary to recheck each adjustment two or three times. Because of these handicaps they can not do as much work and as good work as they would be able to do under more favorable working conditions.

Action or Comments

We are informed by [REDACTED] 6614, Tool and Machine Inspection Division, that the objectionable noise will be eliminated when this section is partitioned off from the remainder of building 35-3, as planned by [REDACTED] 6824, Factory Planning Engineer-Telephone Apparatus Department.

7.21

Suggests periodical examination

411

Situation

This employee said, "I think it would be a good thing, if it would not be too expensive, to offer the employees a full physical examination about once a year."

Action or Comments

Miss Bartholomae of Hospital Division 5090, informed us that the question of giving employees physical examinations periodically, has been studied, and suggested by Mr. Hallet, formerly 5090, to Mr. Rice. However, for various reasons Mr. Rice did not approve.

7.10

Safety

454

Situation

This employee said, "I feel that the tractors used by the cable plant to haul reels of cables should be furnished with a red light both in front and the rear. I was just mentioning last night that when the roads underneath the viaducts were so slippery there was an awfully good chance there for an accident."

Division 6614

Interview
Code No.

Nature of Complaint

Interview No.

Action or Comments

[REDACTED] -6723, Maintenance Engineering Department, in a memorandum to [REDACTED] -6704-2, Safety and Health Department, states that it does not seem practical from a maintenance point of view to install lights on the tractors. The breakage of glass and lamps caused by jarring would eliminate the usefulness of these lights.

When the reconstruction of the cable plant is finished, flood lights and local lighting will be put into operation, which will give sufficient illumination for operating the tractors safely.

5.6	Task and bogey not fairly set	201-412-257- 175-249-455- 457-349-231- 232
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5.1	Task and bogey too high	454-228
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Situation

These men state that the bogies in this division are unfair, have a tendency to create hard feelings when not comparable, and because of the variations on this type of work, an equitable bogey can not be set.

The bogies cause the men to take many chances, divide interest between output and quality, and the work is not given as careful inspection as before the bogey system was introduced. Also the steady grind required in order to make the desired efficiency is detrimental to the employees health. One man said, "to be really fair in paying the men, such factors as personality, tact, judgment, and cooperation should be taken into consideration.

Action or Comments

Mr. R. D. Warth 6605-2, informed us that due to the nature of the work in this division, it is very difficult to set an equitable bogey. However, the bogies will be rationalized during the latter part of the bogey rationalization program in 1930. In the meantime, the bogies are being retained for their value in maintaining the output, though it is recognized that the efficiency figures obtained are not entirely accurate.

7.7	Lack of advancement	283
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Situation

Division 6614

Interview
Code No.

Nature of Complaint

Interview No.

This employee said, "it looks like a man can not get a better job any more. They want college men all over. We men with a high school education and experience would give better service on many of these investigator jobs. Yet they will not give us a chance."

Action or Comments

We are informed that since being interviewed, this employee has been transferred to higher graded work in this section.

7.7	Lack of advancement	457
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Situation

This employee said, "I am not satisfied to stand still on this job. I would like a promotion so I could earn more money but it don't look very encouraging to me."

Action or Comments

We are informed that since being interviewed, this employee has been upgraded and was given an increase in pay.

7.7	Lack of advancement	31
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5.7	Under-rated	31
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Situation

This employee said that his gang boss is holding him down. He repeatedly asked for a change of jobs to a higher graded work in this section, and each time he was told he is being considered.

Action or Comments

We are informed that this employee has been transferred to another job of the same grade in this section; however, his rate of pay was increased \$.10 an hour.

5.7	Pay not comparable with others	232
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4.19	Fatigue	232
------	---------	-----

4.21	Heavy	232
------	-------	-----

Situation

This employee said, "this is a heavy and hard job and con-

Division 6614

Interview
Code No.

Nature of Complaint

Interview No.

sidering what you have to do, the money is not so good."

Action or Comments

We are informed that the employee is now receiving \$1.03 an hour. Since this man is one of the highest paid men in the department, we feel that no action is needed in this case.

5.5	Under-graded	231
4.17	Dirty	231

Situation

This employee said, "I can't understand why this job pays less than the other job I did. It is harder, dirtier, and is graded three points lower. When I was first put on it, I spoke to the department head about it, but due to slack conditions there was no other opening."

Action or Comments

We are informed that this employee is still on lower graded job. However, his rate of pay has been increased \$.09 an hour.

7.7	Lack of advancement	128
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Situation

This employee said, "I formerly was a supervisor, but I was removed and another man was put on my job. My bosses had never told me of any irregularities in my work and at 10:00 o'clock in the morning, came in and took me off the job and offered no explanation. It surely did humiliate me as I was at a loss to know any reason for the move. I felt there was some trick arrangement but I was too hurt to do any fighting over it.

I told my story to the superintendent when I got my ten year pin, and he promised he would investigate my complaint, but as yet I haven't heard from him."

Action or Comments

We are informed that this employee has been promoted to supervisory work, and was given an increase in pay.

3.5	Overtime excessive	126
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Situation

Division 6614

Interview
Code No.

Nature of Complaint

Interview No.

This employee complained of too much overtime on his present job.

Action or Comments

We are informed that this employee has been transferred to another Inspection Section.

4.24

Transferred too frequently

70

Situation

This employee complained that his section head changes the men around to different jobs too frequently.

Action or Comments

Since it is the policy in most Inspection Sections to transfer the men to different jobs in order that they gain experience on the various work handled in the section, we feel that no action is needed in this case.

4.8

Too great responsibility

256

Situation

This employee said, "when the work runs bad, the responsibility entrusted to me has a tendency to upset me, and affect my nerves."

Action or Comments

We are informed that this employee has been transferred to other work.

5.7

Pay not comparable with others

229

Situation

This employee said, "I am not contented with the pay I receive on this job. My department head tells me I am the highest paid man doing this type of work with the company. I cannot be satisfied because I do not receive enough money to support my wife and six children."

Action or Comments

We are informed that this employee's present rate of pay is \$.60 an hour, and he has not received an increase in pay during the

Division 6614

Interview
Code No.

Nature of Complaint

Interview No.

past six years. Since he is now receiving the maximum pay for the type of work he is doing, we infer that he has reached the limit of his capability, despite the fact that he is one of the lowest graded and lowest paid men in the section.

7.23

Company policy

70

Situation

This employee states that he had worked here four years, quit the company, and came back to work after being out only one month. He received a letter stating that he will be reinstated and credited with his former service. However, this has not been done.

Action or Comments

We are informed that since being interviewed, this employee has been credited with his former service.

7.15

Misplaced

228

Situation

This employee states that the work does not appeal to him at all. He said, "I would much prefer my former job. I spoke to the department head, but he didn't encourage me, he hardly answered at all--he just laughed."

Action or Comments

We are informed that this employee has been given other work.

7.7

Lack of advancement

411

Situation

This employee said, "I think I am capable of doing a better class of work, but haven't said anything about it because I feel that no matter how humble the job it is up to the man to make good."

Action or Comments

We are informed that this employee has not been upgraded. However, his rate of pay was increased \$.06 an hour at the June revision period.

7.7

Lack of advancement

412

Division 6614

Interview
Code No.

Nature of Complaint

Interview No.

Situation

This employee said, "I wouldn't want to be on this job very long. I would like a change as I have been on this job three years now."

Action or Comments

We are informed that this employee has been transferred to other work.

7.22

First aid course

249

Situation

This employee said, "I think this safety business is funny, especially this first aid study. The idea of keeping a man two hours of his time every week is too much, but where it really hurts is the fact that it cuts a man out of his overtime pay."

Action or Comments

The situation speaks for itself. Since this is the only complaint of this nature, we feel that no action is called for.

5.7

Pay not comparable

124-413-457-

162-174-175-

172-417

Situation

These men whose rate of pay ranges from \$.46 to \$.98 an hour, complained that they are underpaid when compared with other employees doing similar work in this Division.

Action or Comments

We are informed that since being interviewed, these employees were given increases of \$.04 to \$.14 an hour, and their present rate of pay ranges from \$.56 to \$1.09 an hour.

6605
FILE

641-4

May 15, 1929.

[REDACTED] - 6600:

Subject: Employee Interviews.

You will find attached, a report covering the Metal Finish Inspection Section 6641-4, showing the results of the investigation of complaints made in the course of the employee interview program.

Our knowledge of the facts is derived almost exclusively from the records of employee interviews, made several months ago. A few additional pertinent facts would have been of assistance in arriving at a more intelligent conclusion in some cases. However, in making such additional information available, the possibility of revealing the employee's identity is being carefully guarded against.

Original signed by [signature]

[REDACTED] - 6605.

RHW
REV-605-2-TV

Copy to:

[REDACTED] - 6605

[REDACTED] - 6606

May 10, 1929.

INVESTIGATION OF UNFAVORABLE
COMMENTS AND COMPLAINTS
EMPLOYEE INTERVIEWS - SECTION 6641-4
COMPLETE REPORT FOR THIS SECTION

<u>Complaint</u> <u>Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
4.20	Working space congested	141

Situation*

This employee states that she likes her work and the supervisors very much but feels that if there were a little more space in which to work it would be much better.

Action or Comments

This is the only complaint of this nature in the Section and a survey indicates that the working space provided is adequate. Since any congestion which may occasionally occur due to the uneven flow of work is temporary, we do not believe that this complaint calls for further action.

4.31	Safety guard needed on machine	262
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Situation

This employee remarks "I believe that a guard should be developed to protect the operator on that machine over there".

Action or Comments

Since there is but one machine in the Section, it is apparent that the one referred to is that used for testing strength of welds on magnet cup assemblies. A piece of cardboard is at present being used by the inspector as a guard. There is apparently a need for a proper guard for this machine. The question of providing one has been verbally referred to the Safety and Health Division 6078 for action. This is being confirmed by memorandum.

5.7	Underrated	81
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Situation

This employee does checking during the morning and works on testing in the afternoon of each day. She likes the responsibility of the checking job and also the part time arrangement. She is earning \$.02 an hour more than the inspector with the highest efficiency on task, in spite of the fact that her efficiency suffers because she does not continuously work on tasks. She has no complaint to make

Section 6641-4

Complaint
Code No.

Nature of Complaint

Interview No.

now but states she would be very much dissatisfied if it should so happen that any of the other girls should get more money than she is getting.

Action or Comments

It is apparent that this complaint is not of an actual condition but an imaginary situation which may arise.

Since it has been the policy in the past to pay checkers somewhat more than is paid the inspectors whose work is checked by them, it is felt that this complaint needs no further investigation.

4.7

Underrated

80

Situation

This employee has worked here 18 years, the majority of the time on a job other than the one she is now doing. She finds it difficult to learn her present job, making many unnecessary motions. She states her supervisors have attempted to show her but that it is too late to learn. Also, since many parts are now passed which were formerly considered defective, she finds it hard to adjust herself to present methods. For this reason her rate of pay is lower than that of other girls who have much shorter service.

Action or Comments

Thorough instruction in the best, easiest, and quickest way of doing the job, and keeping the employee so far as possible on one job, should prove beneficial in such cases.

Also due to her slow and careful work she should benefit by the introduction of the system of quality accuracy, since her quality rating will presumably be high.

5.1

Task - new or special work

41

Situation

This employee states that during the past week she has had special work which allows no credit for defective parts, which will lower her efficiency for the month, this being a new job on which the bogey has not been completely set.

Action or Comments

This is apparently a job on which a temporary bogey was set pending further investigation, or a final decision. It is recommended that it be made standard practice to run a new job dryweek until it is possible to establish an equitable bogey.

Section 6841-4

Complaint
Code No.

Nature of Complaint

Interview No.

5.7

Underrated

184

Situation

This employee states that she is glad she is working where she has good supervision. All she has to do now is to increase her speed. She is about 67% efficient and is confident that this will show an increase, as her efficiency has improved each week.

Action or Comments

Since conditions are satisfactory, it is felt that no action is required.

4.6

Sitting

252

Situation

This employee formerly had a job which required sitting all day. When given her present job, which requires a great deal of walking, she at first refused to take it but later consented to try it. She is now much better pleased than with her old job and is glad they insisted upon her doing this work.

Action or Comments

No comments are necessary.

4.12

Bench too cold

215

Situation

This employee states that the bench has a metal top and is cold.

Action or Comments

It is standard practice to use metal covered benches for many types of work, for convenience and economy. Since this is an isolated complaint, dissatisfaction with metal covered benches is apparently not very widespread. Any alteration of the practice of using metal covered benches is essentially a question for the Management to decide.

4.17

Dirty Storeroom Job

232

Situation

This girl, a new employee, states that Storeroom jobs are very dusty. She further adds that she did not expect to find everything perfect.

Section 6641-4

Complaint

Code No.

Nature of Complaint

Interview No.

Action or Comments

Apparently this girl did not take her own complaint very seriously. The dirty storeroom jobs referred to were temporary work of reinspecting stock which had been in the Storeroom and accumulated dust. There is not much of this work in this Section.

Portable suction apparatus for removing the dust from Storeroom jobs, if found practicable, would make the jobs less objectionable, easier to inspect, and remove a health hazard.

4.14	Class of work	}	259
4.2	Operations too many		
4.7	Monotony		

Situation

This girl had had but one month's service at the time of the interview. She had originally intended to apply for Office work but another prospective employee at the Employment Office informed her that the pay was much better on Shop jobs and she accordingly applied for a job in the Shop, without stating her preference for Office work. She was first given a job requiring a certain amount of walking, to which she objected. She was then given a detail job which required her to remain at her position. This she found monotonous. She had about decided that she does not like factory work under any circumstances.

Action or Comments

Since this girl seems to be temperamentally unsuited for Shop work, and has had training and experience in Office work, the Office is apparently the place for her.

It seems that much might be accomplished in relieving such situations if a periodic survey of the Shop were made to discover prospective clerical help. The preferences of those girls whose education and experience indicated that they might be able to handle clerical jobs satisfactorily, would thus be ascertained. The Company would profit not only by having better satisfied employees, but also a practical knowledge of Shop conditions would be of value on many clerical jobs.

4.14	Class of work	}	252
4.19	Fatigue from standing		

Situation

This girl complained that she was very tired from standing all day.

Section 6642-4

Complaint
Code No.

Nature of Complaint

Interview No.

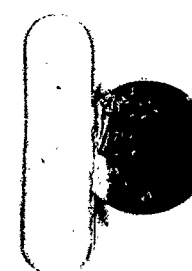
Action or Comments

Chairs are provided in this Section for all girls who wish to sit. This girl had accomplished an unusually large amount of work on the day in question. The job could be performed more efficiently by standing than by sitting and she apparently preferred to work standing up in order to increase her efficiency. There is no evidence from the interview that she was urged to increase her output, but rather the reverse. Since this is clearly a case of working harder in order to earn more money, no action is necessary. Employees may use their own discretion in such cases.

4.19	Fatigue from Standing	90
4.5	Sitting	55
4.17	Dirty Storeroom work	184

The listing of these complaints is due to errors in analyzing the interviews, as no such complaints were found in the interviews.

*Note: The "Situation" is derived from the record of the interview with a few additional facts furnished on request by Division 6068.



UNIVERSITY OF WISCONSIN - MILWAUKEE

RDW 605-2

51-1
May 1, 1922.

[REDACTED] - 6000:

Subject: Employee Interviews.

Attached is a report of the results of investigation of complaints in the employee interviews. This covers all complaints from Relay Inspection Section 6001-1.

In cases where it is necessary to identify the individual in order to straighten out the complaint, we have taken no action. However, if the difficulty can be eliminated without identifying the individual inspector, we are noting what steps are or have been taken for correction.

[REDACTED] - 6005.

JMJ-605-TV

Copy to:

[REDACTED] - 6006

[REDACTED] - 6008

April 30, 1929.

INVESTIGATION OF UNFAVORABLE
COMMENTS AND COMPLAINTS
EMPLOYEE INTERVIEWS - SECTION 6651-1
COMPLETE REPORT FOR THIS SECTION

<u>Complaint</u> <u>Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
4.2	Work space congested	145-147-148-188-201 204-224-225-226
4.5	Insufficient space on benches	248

These complaints are due to the fact that Section 6651-1 has been provided with insufficient storage, although total floor space is doubtless sufficient, at present.

The work is now being stored on the benches, and in several instances wooden and pasteboard boxes containing relays are stacked approximately four feet high, in the narrow space between benches, alongside or in back of the inspectors.

Relay mounting plates are delivered to the Inspection Department on large trucks, which are allowed to remain in the main aisle until the mounting plates are inspected. The trucks are then moved to the shipping benches. Sufficient space in which to park these trucks out of the main aisle is not available.

Enough floor and bench space is provided in which the work could be handled without congestion, if it were properly distributed between storage space and bench space. An average of approximately ten feet of bench space is now provided for each inspector or two inspectors at each bench. We believe there is enough work space on a bench for four or five inspectors, when work space is not used for storage purposes.

The planning departments have submitted plans for the rearrangement of benches and method of handling work, which should solve the difficulty. These plans have already been accepted by the inspection organization supervisors.

5.1	Task and Bagey too high	145-188-131
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These complaints are with respect to individual bageys in the section. Where several people are working on the same bagey, the bagey in question is to be investigated. Where only one person works on the bagey, no investigation will be made, as the identity of the inspector may be disclosed.

In all cases the efficiencies of the complaining inspectors are at present comparable to the average efficiency of other inspectors.

<u>Complaint Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
4.24	Transferred too frequently	201

This employee states that "she is not able to make a high efficiency because of being shifted from one job to another. She likes both testing and visual inspection very well. However, she states she has not worked long enough on either one to make the required efficiency."

The supervisors apparently find it necessary to shift this girl from testing to visual inspection as the work requires. Since this is an isolated case and requires getting down to problems of an individual, we are not investigating any further.

4.14	Class of work	85
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This employee, an instructor, related the following: "Another girl was transferred from a Development Branch Department to an Inspection Department. The girl understood she was to be transferred to an Operating Department, and was unwilling to work in the Inspection Department, refusing to be instructed. She wanted to work in an Operating Department and was accordingly transferred to an Operating Department."

"Two weeks later the Inspection Department instructor met this girl, who, the instructor says, ridiculed her because the girl said she was now getting more money than the instructor."

From the above, and from a further study of the interview, it is apparent that the real complaint is that the instructor believes she is underpaid, when her work is compared with the jobs in the Operating Branch. The instructor is now getting \$5.64 per hour which is high compared to the average in the Inspection Section.

Possibly the Operating job is harder or the work less desirable, but notwithstanding there is apparently a basis for this complaint. This instructor is not underpaid, when compared with others doing a similar job in the Inspection Branch. The differences between operating and inspection rates are in the process of adjustment through changes in hiring rates and rate revisions.

7.1	Transportation	147
-----	----------------	-----

This employee states that "she would like to work at the 74th Street Plant, it being closer to her home. One hour is required in the morning to ride from her home to the Hawthorne Plant, and one and one-fourth hours to get back home. In the evening she has difficulty in getting on 22nd Street car, at the Belt Line Bridge."

<u>Complaint Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
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Work at the 74th Street Plant had been discontinued long before this interview took place, the last Department having been moved to Hawthorne in October 1927. It is anticipated that this may be resumed in the near future.

Since the transportation problem is one to which individual employees must adjust themselves, no action can be taken to solve this particular difficulty. However, such comments are useful to the management in its efforts along this line.

4.14	Class of work	71
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This employee states that "there are some jobs she dislikes but does not know which ones they are." She further states that "she likes her job very much." There is no mention of desiring a transfer. Since the statements are apparently contradictory, we would deduce that this is not a real grievance but merely a statement of the conditions which unavoidably exist in all Inspection Sections.

4.17	Dirty	204
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"This employee did not like her previous job in another section, because it was dirty. She likes her present job having no complaint to make on this score."

It is felt that no further investigation need be made.

4.31	Safety - has to climb over work	248
4.7	Monotony	13, 14
5.7	Under-rated	248
7.7	Lack of opportunity	248

These complaints are due to errors in analysing the interviews, as no such complaints were found in the interviews.

(Cases number 13 and 14 were interviewed twice. Monotony was perhaps mentioned in second interview, record of which has been lost.)

UNIVERSITY OF WISCONSIN - MILWAUKEE

66/03

6605-3

6605-3
we will have to get
lined up for this sort of
thing by 3-1-30 as
agreed with Putnam
JHJ

- 6600: $\frac{4}{6}$

$$2 \uparrow 2 \uparrow$$

Our knowledge of the "Situation" was derived chiefly from the records of the employee interviews made several months ago with a few additional facts furnished on request by Industrial Research Division 6088.

 RDW-TV

Copies to:

- 6005
- 6088

- 6602.

August 2, 1925.

[REDACTED] - 5000:

Subject: Employee Interviews.

We have investigated the complaints made in the course of the employee interview program in Loading Coil Section 5002-1. The results of this investigation are covered in the attached report.

Our knowledge of the "Situation" was derived chiefly from the records of the employee interviews made several months ago with a few additional facts furnished on request by Industrial Research Division 5000.

[REDACTED] - 5002.

RDE-TV

Copies to:

[REDACTED] - 5005
[REDACTED] - 5006

July 30, 1929.

INVESTIGATION OF UNFAVORABLE
COMMENTS AND COMPLAINTS
EMPLOYEE INTERVIEWS - SECTION 6652-1
COMPLETE REPORT FOR THIS SECTION

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
7.7	Lack of advancement	531-223-329-48-222
5.5	Undergraded	503-527-552-59
4.14	Class of work	111-503
		105

Situation

A number of employees in this section whose education ranges from a high school to a college education complain of the lack of advancement, and of being undergraded and underpaid for the job they are doing. There is apparently a general feeling that the job is a blind alley, that good men are put on a job and kept there without being given an opportunity of getting a better paying or a more desirable job. These employees feel that this situation exists notwithstanding the fact that they are constantly developing and qualifying themselves for better jobs.

In reading these interviews it is noted that such phrases as "not much chance for advancement", "no future" and "capable of more responsibility" frequently recur.

Action or Comments

The situation described above has been recognized by the supervisors in this section and action to eliminate this condition has been taken. The starting rate for new employees on the lead changing job, which was formerly \$.39 per hour, has been increased to \$.50. Also it is the rule to rerate employees who merit it to \$.56 or \$.57 an hour within the three month period allowed.

The present supervisors regard much of this section as a training school in which the employees may prepare themselves for higher graded and more responsible jobs, and when qualified the employees are immediately upgraded, if possible on work in this section, or are transferred to higher graded work for which they may be qualified, in other organizations.

It is the program to transfer these employees at the end of six months. This has not been difficult since they are naturally much preferred to employees of equal education but of no experience from the outside.

Since the time these employees were interviewed, approximately fifty employees have been upgraded in this section, or transferred to higher graded work in the Planning Division, as laboratory assistants in the Development Branch, to Sound Pictures, the Drafting Division,

Section 6652-1

Complaint
Code No.

Nature of Complaints

Interview No.

Tool inspection, and the Plant Branch. Also several employees who could not be upgraded due to lack of education or other qualifications were transferred to piece-work jobs in the Operating Branch where their earnings are higher.

7.18

Laboratory taken down

184-185-160-161-107
108-109-110-37-179-
180-181-182-183

Situation

Fourteen employees complained because the laboratory was taken down.

Action or Comments

The laboratory referred to was a sound-proof room partitioned off from the remainder of the floor in building 28-3. Loading coils were tested in this room with the use of receivers in connection with the test sets. A sound-proof room was necessary, inasmuch as outside noise interfered somewhat with the receiver test.

The receivers were replaced with visual indicators with which noise does not interfere. Therefore, a sound-proof room was no longer necessary and the partitions were taken down. However, due to a shortage of visual indicators, four inspectors are at present using receivers. Visual indicators with which these receivers will be replaced have been ordered by the Manufacturing Planning Organization.

Apparently these complaints of laboratory taken down in building 28-3 are mostly due to smoke, fumes, and also noise from which the inspectors were formerly protected by the partitions.

7.10

Safety

160

Situation

This employee states that the work is piled up back of the men and there is danger of it being knocked over.

The employee thinks this is an accident hazard.

Action or Comment

The miscellaneous coil and transformer job was recently moved from building 31-3 to building 27-2 where adequate work and storage space is provided and the above mentioned hazard no longer exists.

5.7

Pay not comparable with others

292

Situation

This employee states that he has been with the company seven years,

Section 6652-1

Complaint
Code No.

Nature of Complaint

Interview No.

is married and has two children. He says that he is receiving only \$50 a week and can't get along on that. This man is making 120 percent efficiency. However, the work he is doing is low graded and he says he has not received an increase in pay during the past eighteen months. He would like to be transferred to the Operating Branch.

Action or Comments

This employee has been transferred to a piece-work job in the Operating Branch, where his earnings no doubt will be higher.

5.7

Pay not comparable with others 301

Situation

This employee said, "the only thing I am dissatisfied with is the money. The other men doing the same work I am doing are receiving more money. I have been here three years and I think I ought to get more money. I received a raise six months ago and I expect one this time too."

Action or Comments

As this employee is receiving less pay than other men doing a similar job, and his efficiency is approximately equal to the average efficiency of the other employees in this section, it is quite likely that he will receive a compensating increase in pay at the next revision period.

5.7

Undergraded 156-291

Situation

These two employees state that they are high school graduates and feel that they are capable of doing a higher grade of work.

Action or Comments

Since high school graduates are now being hired almost exclusively for similar work in the Inspection Branch, it is felt that no specific action is required in these cases.

5.7

Under-rated 160

Situation

This employee states that she is the lowest rated inspector having years of service with the company. She was told that her poor rate of pay was due to her poor attendance.

Section 6652-1

Complaint
Code No.

Nature of Complaint

Interview No.

The employee states that she is making the desired efficiency, and if her poor attendance, which she says is due to sickness at home, is not questioned, she hopes to receive an increase in pay.

Action or Comments

It is obvious that attendance is an important factor determining an employee's value to the company and as a consequence it has always been considered at rate revision periods. The particular merits of this case have not been determined since all the relevant facts are not at hand.

5.7 Pay not comparable to others 135

Situation

This employee states that he receives \$.63 per hour and that other men doing the same work in his present location receive \$.75 and \$.78 per hour. He says he has averaged 115% on bogey during the last six months, and thinks he ought to get a raise.

Action or Comments

This employee has received a total of \$.12 in increases during the two rate revisions since this interview took place, and is now getting as much pay as other men doing a similar job.

5.6 Bogey not accurately set 235-106-252-
234-236

Situation

These employees complained that the bogies are not accurately set.

Action or Comments

Since the bogies in the Inspection Organization are now being investigated and any inequalities adjusted, this condition will be rectified in due time. This section is scheduled for completion in August.

5.6 Undergraded 218

Situation

This employee said, "I am not satisfied with the job, and I don't think I am making any progress on it. I was graded 112 in the other section, and was reduced to 110 grade when I was transferred to this section. I was transferred because of lack of work. I guess that was the reason. I would like to be transferred back to the old section".

Section 6652-1

Complaint

Code No.

Nature of Complaint

Interview No.

Action or Comments

In view of the fact that the Personnel Division is advised of all changes in employees' occupation grade numbers, it seems advisable that a file be established by the Personnel Division, of employees who have done a satisfactory job on work of a given grade, and then have their occupation grade reduced during a slack period. These employees could then be upgraded as soon as the opportunity arose, or reasons for not upgrading determined.

5.5

Under graded

104

Situation

This employee said that he is now receiving two cents per hour less than the maximum rate for his job and would like to be given a higher rated job just as soon as he reached the maximum rate. He said that he is not dissatisfied for the present but will be, if he fails to progress.

Action or Comments

Since it is the policy to transfer qualified inspectors to a higher graded job when they reach the limit on one job, and since the "maximum" rates of pay for given grades are often exceeded, no action seems necessary.

5.3

Transferred too frequently

242

Situation

This employee complains that when there is not enough work at his present job, he may be given another job on which he can't make the bogey.

Action or Comments

This employee complained of an imaginary condition which he believes may arise. However, since the average efficiency on bogey in this inspection section is 120% we believe that this employee has small grounds for complaint of being unable to make the bogey on another job in this section.

5.3

Transferred too frequently

235

Situation

This employee said that he is receiving \$.10 to \$.15 an hour less than other men doing the same kind of work, and that his low rate of pay is due to the fact that he has been transferred frequently from this section to another section in which the inspectors are lower graded.

Section 6652-1

Complaint
Code No.

Nature of Complaint

Interview No.

Action or Comments

This employee has been transferred to the Operating Branch. He received an increase of \$.05 an hour at the last rate revision period, and is now earning the average pay for the type of work he is doing.

5.2

Unfair distribution of work

239

Situation

This employee complained that he is frequently changed from 110 to 106 grade work, spending three to five hours daily on the lower grade of work. Due to the fact that he is high rated for 106 grade work, he does not get a raise. Also, this employee's efficiency is higher on the 110 grade than on the 106 grade work.

Action or Comments

Assuming that the facts are as related, this complaint seems amply justified. Judging from the efficiency attained, this employee seems well able to handle 110 grade work and is kept from an increase on account of a large proportion of much lower graded work.

The logical procedure in such cases would be either to distribute the lower graded work among a number of employees or else give the employee working on lower graded work special consideration at rate revision periods.

5.2

Unfair distribution of work

25

Situation

This employee states that the men who work on one job all the time make a high efficiency while those who are changed around frequently cannot equal the performance of those who are not changed. He said in his own case his efficiency averaged 120% when he was kept steadily on one job, but when he was recently taken off this work to take the place of an employee who was out on a vacation his efficiency dropped to 100%.

Action or Comments

One means of avoiding such complaints would be to designate two or three people in each inspection section to handle miscellaneous jobs. These inspectors to be designated in advance, and be given special consideration at revision periods. They would be rewarded not only on the efficiency attained but also because of their ability to handle a variety

Section 6652-1

Complaint
Code No.

Nature of Complaint

Interview No.

of work. Such a job would be a logical stepping stone to a supervisory job.

5.1

Bogey too high

325

Situation

This employee said, "I think the bogey is too high on the apparatus we are doing just now. Nobody can make it; about the best we can do is 85%."

Action or Comments

This man was a new employee having only two months service with the company at the time he was interviewed, and no doubt believed that the bogey was too high due to the fact that he was unskilled at the work. However, now that he is more experienced, his efficiency on this work is more than 100%. This bogey will naturally be studied on the bogey rationalization study to be made in August.

5.1

Bogey too high

502

Situation

This employee states that the bogey is too high. He also states that he makes 130% efficiency on this bogey.

Action or Comments

In view of the facts stated in interview, the employee obviously has small cause to complain of bogey being too high.

5.1

Bogey too high

107

Situation

This employee states that he was told by his supervisor that he could make more money if he increased his efficiency to 120%. This the employee said is impossible to do consistently, and therefore believes that he cannot get any more money at his present job because he thinks that the bogies are figured so that a man cannot average more than 100%.

Action or Comments

The average efficiency on bogey in this section is approximately 120%. Therefore it seems likely that this employee has a fair chance to make the desired efficiency and earn an increase in pay. Any errors in individual bogies will be corrected during the bogey rationalization study in August.

Section 6652-1

<u>Complaint Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
5.1	Bogey too high	136-73

Situation

Two employees complain that the bogey is too high.

Action or Comments

Since the average efficiency on bogey in this section is 120%, it is probable that the employees have small cause for complaint on this score. However, this section is scheduled to be studied in August on the bogey rationalization program.

5.1	Task and bogey too high	137
7.19	Nagging	

Situation

This girl, a new employee, said that she disliked the job in another inspection section because she was not given time enough in which to learn the work, and was nagged about her poor efficiency. This employee states that she is very well satisfied with her present job. She likes the supervision, and said she hopes she can stay here.

Action or Comments

Since present condition is satisfactory, it is felt that no action is required.

4.7	Monotony	50-73-107-111-140 136-139-141-218-219 204-225-245-256-291 293
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Situation

Sixteen employees complained that the work is monotonous.

Action or Comments

From its very nature, factory work must usually be repetitive in order to be done efficiently. If the work were not repetitive it would not only be done inefficiently, but it would be too complicated for the average employee to learn in a reasonable length of time. It is obvious from the complaints that "monotonous" is synonymous with "repetitive" in the minds of the majority of the complainants. These complaints were aptly answered by one of the complainants, who admitted to the interviewer that "the work is monotonous, but what else do you expect?"

Section 6652-1

Complaint
Code No.

Nature of Complaint

Interview No.

4.6

Sitting

256

Situation

This employee states that he has to sit at his work all day. He said that his doctor told him that he ought to do work at which he would get more exercise. The employee's poor health seems to be due to a nervous disorder which affects his stomach.

Action or Comments

This employee has been transferred to another inspection section, and although his work still requires sitting, he is much more satisfied with his present surroundings, and states that his health has improved considerably.

4.4

Standing

73-106-107-136-137
141-218-258-292

Situation

Complaints in regard to standing all day were made by nine employees in the green coil portion of this inspection section, which portion has recently been transferred to the Operating Branch, Department 6321.

Chairs have not been furnished these employees for the reason that the work can be done more efficiently while standing, and the further fact that the provision of chairs for use a few minutes of each hour would be impractical, since the type of chairs commonly used in the shop would be in the way when not in use. Since the job is very fatiguing, we believe seating equipment should be provided for use as found necessary.

Action or Comments

After an investigation we have reached the conclusion that swinging stools similar to No. 415 illustrated and described in the Sani Products Company's catalogue, would be most suitable for this job. The situation has also been discussed with Mr. A. W. Anderson - 6310 and Mr. E. B. Torland, formerly 6310, who agree that swinging stools appear to be the solution to the problem.

In a memorandum of June 19, 1929, we referred this condition for action, to the Installation Standards Organization, Factory Planning Branch, who are responsible for the types of seating equipment used.

4.26

Uneven supply of work

302-23-106

4.27

Lack of containers

202

Situation

Four employees working on green loading coils state that it is necessary to wait for work due to the fact that there are not enough "containers" in which to handle this work.

Section 6652-1

Complaint
Code No.

Nature of Complaint

Interview No.

Action or Comments

160 additional jigs have been provided. There is now an adequate supply of "containers" and it is no longer necessary to wait for work.

4.22

Noise

107

Situation

This employee states that she liked her job a great deal better when the partitions were up. She was able to do the work better, and thinks she was able to hear better. The noise now bothers her.

Action or Comments

The partitions referred to formed a sound-proof room in Building 28-3, in which loading coils were tested with the use of receivers in connection with the test sets. A sound-proof room was considered necessary due to the fact that outside noise interfered with the receiver test. The receivers were to be replaced with visual indicators, with which noise does not interfere. As a sound-proof room was considered no longer necessary, the partitions were taken down. However, due to a shortage of visual indicators, four test sets are at present equipped with receivers, and it is not improbable that this employee is using one of these test sets.

Visual indicators with which the receivers will be replaced have been ordered by the Manufacturing Planning Organization.

4.21

Heavy lifting

231

Situation

This employee said, "the only thing I don't like on this job are the heavy standards we are required to lift".

Action or Comments

The standards referred to are used with a high frequency bridge. The Manufacturing Planning Organization has ordered trucks on which these standards will be handled, and no lifting will be required. These trucks will be delivered for use in the near future.

4.18

Equipment

303-242

Situation

Two employees complained of receivers which are used in connection with test sets. One employee said, "the constant banging of the receiver in my ear gave me a sore ear, and it was pretty sore for a couple of weeks".

Section 6652-1

Complaint

Code No.

Nature of Complaint

Interview No.

The other employee said that the receivers are defective and he can't hear good enough with them.

Action or Comments

Visual indicators will be used in place of receivers. The visual indicators have been ordered by the Manufacturing Planning Organization.

4.17

Dirty work

160

Situation

This employee said that she disliked her previous job because it was dirty. However, she states that she likes her present job.

Action or Comments

Since present condition is satisfactory it is felt that no action is required.

4.15

Clothes soiled

104

4.17

Dirty work

104-318

Situation

Two employees complained that the work they are doing is dirty and said that they believed that the management should furnish mechanics coats to employees doing such work.

Action or Comments

Approximately three months ago a few inspectors doing exceptionally dirty work on loading coils and permalloy rings in this inspection section were furnished mechanics coats. The cost of these coats was charged to the expense budget of this section, and due to the fact that this budget is limited, other employees desiring such coats were not supplied.

Since all work is more or less dirty it has been left to the judgment of the employees to dress suitably for the type of work they are doing, and since it has not been the policy of the management to supply such coats to shop employees, it follows that any action to be taken in such cases depends on a change of company policy.

5.1

Overtime - excessive

75-103-136

5.2

Overtime - Saturday

136-138-219-243

5.5

Overtime - short notice

309-25-106

183-161-23-243

Section 6652-1

Complaint
Code No.

Nature of Complaint

Interview No.

Situation

Twelve employees complained that they are required to work an excessive amount of overtime, and practically every Saturday afternoon. Also that at times they are not given sufficient notice, inasmuch as they are not told that it will be necessary for them to work overtime, until the same day on which they are expected to work.

Action or Comments

When these employees were interviewed there no doubt was ample cause for these complaints due to the fact that the employees in this section were asked to work an abnormal amount of overtime at that time. Due to the fact that there is now a night shift in this inspection section, overtime and Saturday afternoon work has been almost entirely discontinued on most of the work. However, when there is more work to be done on any job in this section than can be accomplished during the regular working hours, with the present equipment, and in the amount of floor space available for this work, it is necessary to ask some of the employees to work a certain amount of overtime, in order to meet the schedule and also to avoid congestion of work. Occasionally when test sets break down, resulting in delay, it may be necessary to ask the employees to work overtime on short notice.

Each employee is asked to work, and it is optional with the employee whether he works or does not work overtime. The employees are expected to work a reasonable amount of overtime when necessary. However, it is possible that an employee may be asked to work what he considers an unreasonable amount of overtime, or that some of the employees may work overtime when they are really unwilling to do so, but do not refuse to work because they believe that this may offend the supervisor.

Additional test sets have been ordered, and additional floor space requested by the Manufacturing Planning Organization, and it is believed that when these are available the work could be handled without the necessity of working any appreciable amount of overtime. Additional floor space for this work will be available in buildings 28-4 and 35-3 in Sept. 1929. However, this work is scheduled to be moved to a building now under construction in July 1930.

DESCRIPTIVE INFORMATION
FOR SECTION 6652-1

Loading coil Inspection Section 6652-1 is located in Buildings 28-5, 29-5, 31-5.

One hundred and seven people are employed in this section, seventy-seven male and thirty female.

The work is handled on a bogey basis, the average efficiency for the section being 120%.

The average rate of pay is \$.61 an hour for male employees and \$.60 an hour for female employees.

The majority of the male employees in this section have less than one year's service with the company, while the average length of service of the female employees is approximately twelve years. This is due to the fact that it is the present practice to hire all incoming male employees from the outside and place them on low graded work, from which they are usually upgraded on work in this section or transferred to other Organizations at the end of approximately six months service. The female employees are chiefly girls who have made good in other inspection sections and were promoted to higher graded work in this section. Many of these girls were formerly supervisors in other inspection sections.

The work in this section consists of inspecting and testing loading coils in the dowl and potted state, also of inspecting permalloy rings entering into loading coils.

All testing of the coils while they are in the green state is now done by the Operating Department, although until recently this work was done by the Inspection Organization. The coils are then put on dowels and impregnated.

The coils are tested by the inspectors for inductance, effective resistance, and cross talk reduction. Lamps are selected to reduce cross talk. The coils are then retested after the cross talk lamps are spliced in the proper position, to insure that the coils are within limits before being potted in case.

The coils are potted by the Operating Department in either cast or welded type cases and the cable stubs are then spliced to the cable of the dowl.

The inspectors then test the coils for inductance balance, and cross talk, and if found within limits, the coils are returned to the Operating Department for filling with resin, and rosin oil, when used in the welded cases, and rosin oil and asphalt when used in the cast cases. No further

52-1
Compiled & requested
6-8-88. This together
with report written
at an earlier date, sent
to Mr. Hasford as an
illustration
of how
job is
being
handled.
J. H. M.

check is made on the cases after filling except mechanical.

The room where this testing is done is conditioned to a temperature of 70° to 75° to reduce moisture and thus eliminate low insulation resistance. Nevertheless conditions are objectionable to a number of the female testers on account of the fact that there are numerous impregnating, and rosin storage tanks in this room which emit a considerable amount of smoke and fumes.

In a large number of the interviews with the employees in this section, the smoke and fumes have been the main objections to the present working conditions.

DESCRIPTIVE INFORMATION
FOR SECTION 6652-1

Loading coil Inspection Section 6652-1 is located in Buildings 28-5, 29-5, 31-5.

One hundred and seven people are employed in this section, seventy-seven male and thirty female.

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The average rate of pay is \$.61 an hour for male employees and \$.60 an hour for female employees.

The majority of the male employees in this section have less than one year's service with the company, while the average length of service of the female employees is approximately twelve years. This is due to the fact that it is the present practice to hire all incoming male employees from the outside and place them on low graded work, from which they are usually upgraded on work in this section or transferred to other Organizations at the end of approximately six months service. The female employees are chiefly girls who have made good in other inspection sections and were promoted to higher graded work in this section. Many of these girls were formerly supervisors in other inspection sections.

The work in this section consists of inspecting and testing loading coils in the dowel and potted state, also of inspecting permalloy rings entering into loading coils.

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The coils are tested by the inspectors for inductance, effective resistance, and cross talk reduction. Lumps are selected to reduce cross talk. The coils are then retested after the cross talk lumps are spliced in the proper position, to insure that the coils are within limits before being potted in case.

The coils are potted by the Operating Department in either cast or welded type cases and the cable stubs are then spliced to the cable of the dowel.

The inspectors then test the coils for inductance balance, and cross talk, and if found within limits, the coils are returned to the Operating Department for filling with resin, and resin oil, when used in the welded cases, and resin oil and asphalt when used in the cast cases. No further

check is made on the cases after filling except mechanical.

The room where this testing is done is conditioned to a temperature of 70° to 75° to reduce moisture and thus eliminate low insulation resistance. Nevertheless conditions are objectionable to a number of the female testers on account of the fact that there are numerous impregnating, and rosin storage tanks in this room which emit a considerable amount of smoke and fumes.

In a large number of the interviews with the employees in this section, the smoke and fumes have been the main objections to the present working conditions.

July 30, 1929.

521

INVESTIGATION OF UNFAVORABLE
COMMENTS AND COMPLAINTS
EMPLOYEE INTERVIEWS - SECTION 6602-1
COMPLETE REPORT FOR THIS SECTION

<u>Interview</u> <u>Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
7.7	Lack of advancement	201-222-223-224-225
8.8	Undergraded	203-227-228-229
4.14	Class of work	111-303
		105

Situation

A number of employees in this section whose education ranges from a high school to a college education complain of the lack of advancement, and of being undergraded and underpaid for the job they are doing. There is apparently a general feeling that the job is a blind alley, that good men are put on a job and kept there without being given an opportunity of getting a better paying or a more desirable job. These employees feel that this situation exists notwithstanding the fact that they are constantly developing and qualifying themselves for better jobs.

In reading these interviews it is noted that such phrases as "not much chance for advancement", "no future" and "capable of more responsibility" frequently occur.

Action or Comments

The situation described above has been recognized by the supervisors in this section and action to eliminate this condition has been taken. The starting rate for new employees on the lead changing job, which was formerly \$.75 per hour, has been increased to \$.80. Also it is the rule to rotate employees who merit it to \$.85 or \$.87 an hour within the three month period allowed.

The present supervisors regard much of this section as a training school in which the employees may prepare themselves for higher graded and more responsible jobs, and when qualified the employees are immediately upgraded, if possible on work in this section, or are transferred to higher graded work for which they may be qualified, in other organizations.

It is the program to transfer these employees at the end of six months. This has not been difficult since they are naturally much preferred to employees of equal education but of no experience from the outside.

Since the time these employees were interviewed, approximately fifty employees have been upgraded in this section, or transferred to higher graded work in the Planning Division, as laboratory assistants in the Development Branch, to Sound Pictures, the Drafting Division,

Section 1455-1

Complaint
Code No.

Nature of Complaints

Interview No.

Tool inspection, and the Plant Branch. Also several employees who could not be upgraded due to lack of education or other qualifications were transferred to piece-work jobs in the Operating Branch where their earnings are higher.

7.18

Laboratory taken down

104-105-106-101-107
108-109-110-111-112-113-114-115-116-117-118-119-120-121-122-123

Situation

Fourteen employees complained because the laboratory was taken down.

Action or Comments

The laboratory referred to was a sound-proof room partitioned off from the remainder of the floor in building 20-5. Leading coils were tested in this room with the use of receivers in connection with the test sets. A sound-proof room was necessary, inasmuch as outside noise interfered somewhat with the receiver test.

The receivers were replaced with visual indicators with which noise does not interfere. Therefore, a sound-proof room was no longer necessary and the partitions were taken down. However, due to a shortage of visual indicators, four inspectors are at present using receivers. Visual indicators with which these receivers will be replaced have been ordered by the Manufacturing Planning Organization.

Apparently these complaints of laboratory taken down in building 20-5 are mostly due to smoke, fumes, and also noise from which the inspectors were formerly protected by the partitions.

7.10

Safety

160

Situation

This employee states that the work is piled up back of the men and there is danger of it being knocked over.

The employee thinks this is an accident hazard.

Action or Comment

The miscellaneous coil and transformer job was recently moved from building 21-5 to building 22-2 where adequate work and storage space is provided and the above mentioned hazard no longer exists.

5.7

Pay not comparable with others

232

Situation

This employee states that he has been with the company seven years.

Section 4652-1

Complaint

Code No.

Nature of Complaint

Interview No.

is married and has two children. He says that he is receiving only \$50 a week and can't get along on that. This man is making 120 percent efficiency. However, the work he is doing is low graded and he says he has not received an increase in pay during the past eighteen months. He would like to be transferred to the Operating Branch.

Action or Comments

This employee has been transferred to a piece-work job in the Operating Branch, where his earnings no doubt will be higher.

5.7

Pay not comparable with others

301

Situation

This employee said, "the only thing I am dissatisfied with is the money. The other men doing the same work I am doing are receiving more money. I have been here three years and I think I ought to get more money. I received a raise six months ago and I expect one this time too."

Action or Comments

As this employee is receiving less pay than other men doing a similar job, and his efficiency is approximately equal to the average efficiency of the other employees in this section, it is quite likely that he will receive a compensating increase in pay at the next revision period.

5.7

Undergraded

154-R91

Situation

These two employees state that they are high school graduates and feel that they are capable of doing a higher grade of work.

Action or Comments

Since high school graduates are now being hired almost exclusively for similar work in the Inspection Branch, it is felt that no specific action is required in these cases.

5.7

Under-rated

150

Situation

This employee states that she is the lowest rated inspector having years of service with the company. She was told that her poor rate of pay was due to her poor attendance.

Section 6552-1

Complaint

Code No.

Nature of Complaint

Interview No.

The employee states that she is making the desired efficiency, and if her poor attendance, which she says is due to sickness at home, is not questioned, she hopes to receive an increase in pay.

Action or Comments

It is obvious that attendance is an important factor determining an employee's value to the company and as a consequence it has always been considered at rate revision periods. The particular merits of this case have not been determined since all the relevant facts are not at hand.

5.7

Pay not comparable to others

135

Situation

This employee states that he receives \$.65 per hour and that other men doing the same work in his present location receive \$.75 and \$.78 per hour. He says he has averaged 115% on bogey during the last six months, and thinks he ought to get a raise.

Action or Comments

This employee has received a total of \$.12 in increases during the two rate revisions since this interview took place, and is now getting as much pay as other men doing a similar job.

5.8

Bogey not accurately set

235-106-232-
234-236

Situation

These employees complained that the bogies are not accurately set.

Action or Comments

Since the bogies in the Inspection Organization are now being investigated and any inequalities adjusted, this condition will be rectified in due time. This section is scheduled for completion in August.

5.9

Undergraded

218

Situation

This employee said, "I am not satisfied with the job, and I don't think I am making any progress on it. I was graded 112 in the other section, and was reduced to 110 grade when I was transferred to this section. I was transferred because of lack of work. I guess that was the reason. I would like to be transferred back to the old section".

Section 6852-1

Complaint
Code No.

Nature of Complaint

Interview No.

Action or Comments

In view of the fact that the Personnel Division is advised of all changes in employees' occupation grade numbers, it seems advisable that a file be established by the Personnel Division, of employees who have done a satisfactory job on work of a given grade, and then have their occupation grade reduced during a slack period. These employees could then be upgraded as soon as the opportunity arose, or reasons for not upgrading determined.

B.4

Under graded

104

Situation

This employee said that he is now receiving two cents per hour less than the maximum rate for his job and would like to be given a higher rated job just as soon as he reached the maximum rate. He said that he is not dissatisfied for the present but will be, if he fails to progress.

Action or Comments

Since it is the policy to transfer qualified inspectors to a higher graded job when they reach the limit on one job, and since the "maximum" rates of pay for given grades are often exceeded, no action seems necessary.

B.5

Transferred too frequently

242

Situation

This employee complains that when there is not enough work at his present job, he may be given another job on which he can't make the bogey.

Action or Comments

This employee complained of an imaginary condition which he believes may arise. However, since the average efficiency on bogey in this inspection section is 120 we believe that this employee has small grounds for complaint of being unable to make the bogey on another job in this section.

B.6

Transferred too frequently

256

Situation

This employee said that he is receiving .10 to .15 an hour less than other men doing the same kind of work, and that his low rate of pay is due to the fact that he has been transferred frequently from this section to another section in which the inspectors are lower graded.

Section 6653-1

Complaint
Code No.

Nature of Complaint

Interview No.

Action or Comments

This employee has been transferred to the Operating Branch. He received an increase of \$.05 an hour at the last rate revision period, and is now earning the average pay for the type of work he is doing.

8.2

Unfair distribution of work

239

Situation

This employee complained that he is frequently changed from 110 to 104 grade work, spending three to five hours daily on the lower grade of work. Due to the fact that he is high rated for 104 grade work, he does not get a raise. Also, this employee's efficiency is higher on the 110 grade than on the 104 grade work.

Action or Comments

Assuming that the facts are as related, this complaint seems amply justified. Judging from the efficiency attained, this employee seems well able to handle 110 grade work and is kept from an increase on account of a large proportion of much lower graded work.

The logical procedure in such cases would be either to distribute the lower graded work among a number of employees or else give the employee working on lower graded work special consideration at rate revision periods.

8.2

Unfair distribution of work

25

Situation

This employee states that the men who work on one job all the time make a high efficiency while those who are changed around frequently cannot equal the performance of those who are not changed. He said in his own case his efficiency averaged 120% when he was kept steadily on one job, but when he was recently taken off this work to take the place of an employee who was out on a vacation his efficiency dropped to 100%.

Action or Comments

One means of avoiding such complaints would be to designate two or three people in each inspection section to handle miscellaneous jobs. These inspectors to be designated in advance, and be given special consideration at revision periods. They would be rewarded not only on the efficiency attained but also because of their ability to handle a variety

Section 6452-1

Complaint
Code No.

Nature of Complaint

Interview No.

of work. Such a job would be a logical stepping stone to a supervisory job.

5.1

Bogey too high

325

Situation

This employee said, "I think the bogey is too high on the apparatus we are doing just now. Nobody can make it; about the best we can do is 80%."

Action or Comments

This man was a new employee having only two months service with the company at the time he was interviewed, and no doubt believed that the bogey was too high due to the fact that he was unskilled at the work. However, now that he is more experienced, his efficiency on this work is more than 100%. This bogey will naturally be studied on the bogey rationalization study to be made in August.

5.1

Bogey too high

302

Situation

This employee states that the bogey is too high. He also states that he makes 120% efficiency on this bogey.

Action or Comments

In view of the facts stated in interview, the employee obviously has small cause to complain of bogey being too high.

5.1

Bogey too high

107

Situation

This employee states that he was told by his supervisor that he could make more money if he increased his efficiency to 120%. This the employee said is impossible to do consistently, and therefore believes that he cannot get any more money at his present job because he thinks that the bogies are figured so that a man cannot average more than 100%.

Action or Comments

The average efficiency on bogey in this section is approximately 120%. Therefore it seems likely that this employee has a fair chance to make the desired efficiency and earn an increase in pay. Any errors in individual bogies will be corrected during the bogey rationalization study in August.

Section 4482-1

<u>Complaint Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
5.1	Bogey too high	156-73

Situation

Two employees complain that the bogey is too high.

Action or Comments

Since the average efficiency on bogey in this section is 120%, it is probable that the employees have small cause for complaint on this score. However, this section is scheduled to be studied in August on the bogey rationalization program.

5.1	Task and bogey too high	137
7.19	Nagging	

Situation

This girl, a new employee, said that she disliked the job in another inspection section because she was not given time enough in which to learn the work, and was nagged about her poor efficiency. This employee states that she is very well satisfied with her present job. She likes the supervision, and said she hopes she can stay here.

Action or Comments

Since present condition is satisfactory, it is felt that no action is required.

4.7	Monotony	50-78-107-111-140 154-133-141-218-219 204-222-245-256-291 275
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Situation

Sixteen employees complained that the work is monotonous.

Action or Comments

From its very nature, factory work must usually be repetitive in order to be done efficiently. If the work were not repetitive it would not only be done inefficiently, but it would be too complicated for the average employee to learn in a reasonable length of time. It is obvious from the complaints that "monotonous" is synonymous with "repetitive" in the minds of the majority of the complainants. These complaints were aptly answered by one of the complainants, who admitted to the interviewer that "the work is monotonous, but what else do you expect?"

Section 6682-1

Complaint
Code No.

Nature of Complaint

Interview No.

4.3

Sitting

256

Situation

This employee states that he has to sit at his work all day. He said that his doctor told him that he ought to do work at which he would get more exercise. The employee's poor health seems to be due to a nervous disorder which affects his stomach.

Action or Comments

This employee has been transferred to another inspection section, and although his work still requires sitting, he is much more satisfied with his present surroundings, and states that his health has improved considerably.

4.4

Standing

75-106-167-136-137
141-218-258-292

Situation

Complaints in regard to standing all day were made by nine employees in the green coil portion of this inspection section, which portion has recently been transferred to the Operating Branch, Department 6681.

Chairs have not been furnished these employees for the reason that the work can be done more efficiently while standing, and the further fact that the provision of chairs for use a few minutes of each hour would be impractical, since the type of chairs commonly used in the shop would be in the way when not in use. Since the job is very fatiguing, we believe seating equipment should be provided for use as found necessary.

Action or Comments

After an investigation we have reached the conclusion that swinging stools similar to No. 418 illustrated and described in the Sani Products Company's catalogues, would be most suitable for this job. The situation has also been discussed with Mr. A. W. Anderson - 6618 and Mr. E. N. Sorland, formerly 6618, who agree that swinging stools appear to be the solution to the problem.

In a memorandum of June 19, 1929, we referred this condition for action, to the Installation Standards Organization, Factory Planning Branch, who are responsible for the types of seating equipment used.

4.26

Excess supply of work

202-23-188

4.27

Lack of containers

202

Situation

Four employees working on green loading coils state that it is necessary to wait for work due to the fact that there are not enough "containers" in which to handle this work.

Section 4452-1

Complaint
Code No.

Nature of Complaint

Interview No.

Action or Comments

100 additional jigs have been provided. There is now an adequate supply of "containers" and it is no longer necessary to wait for work.

4.22

Noise

107

Situation

This employee states that she liked her job a great deal better when the partitions were up. She was able to do the work better, and thinks she was able to hear better. The noise now bothers her.

Action or Comments

The partitions referred to formed a sound-proof room in build 22-5, in which landing coils were tested with the use of receivers in connection with the test sets. A sound-proof room was considered necessary due to the fact that outside noise interfered with the receiver test. The receivers were to be replaced with visual indicators, with which noise does not interfere. As a sound-proof room was considered no longer necessary, the partitions were taken down. However, due to a shortage of visual indicators, four test sets are at present equipped with receivers, and it is not improbable that this employee is using one of these test sets.

Visual indicators with which the receivers will be replaced have been ordered by the Manufacturing Planning Organization.

4.21

Heavy lifting

251

Situation

This employee said, "the only thing I don't like on this job are the heavy standards we are required to lift."

Action or Comments

The standards referred to are used with a high frequency bridge. The Manufacturing Planning Organization has ordered trucks on which these standards will be handled, and no lifting will be required. These trucks will be delivered for use in the near future.

4.18

Equipment

205-242

Situation

The employees complained of receivers which are used in connection with test sets. One employee said, "the constant banging of the receiver in my ear gave me a sore ear, and it was pretty sore for a couple of weeks."

Section 666-1

Complaint

Code No.

Nature of Complaint

Interview No.

The other employee said that the receivers are defective and he can't hear good enough with them.

Action or Comments

Visual indicators will be used in place of receivers. The visual indicators have been ordered by the Manufacturing Planning Organization.

4.17

Dirty work

160

Situation

This employee said that she disliked her previous job because it was dirty. However, she states that she likes her present job.

Action or Comments

Since present condition is satisfactory it is felt that no action is required.

4.15

Clothes soiled

104

4.17

Dirty work

104-518

Situation

Two employees complained that the work they are doing is dirty and said that they believed that the management should furnish mechanics coats to employees doing such work.

Action or Comments

Approximately three months ago a few inspectors doing exceptionally dirty work on landing coils and permalloy rings in this inspection section were furnished mechanics coats. The cost of these coats was charged to the expense budget of this section, and due to the fact that this budget is limited, other employees desiring such coats were not supplied.

Since all work is more or less dirty it has been left to the judgment of the employees to dress suitably for the type of work they are doing, and since it has not been the policy of the management to supply such coats to shop employees, it follows that any action to be taken in such cases depends on a change of company policy.

5.1

Overtime - excessive

75-105-155

5.2

Overtime - Saturday

155-155-219-245

5.5

Overtime - short notice

505-55-105

155-155-55-245

Section 6852-1

Complaint
Code No.

Nature of Complaint

Interview No.

Situation

Twelve employees complained that they are required to work an excessive amount of overtime, and practically every Saturday afternoon. Also that at times they are not given sufficient notice, inasmuch as they are not told that it will be necessary for them to work overtime, until the same day on which they are expected to work.

Action or Comments

When these employees were interviewed there no doubt was ample cause for these complaints due to the fact that the employees in this section were asked to work an abnormal amount of overtime at that time. Due to the fact that there is now a night shift in this inspection section, overtime and Saturday afternoon work has been almost entirely discontinued on most of the work. However, when there is more work to be done on any job in this section than can be accomplished during the regular working hours, with the present equipment, and in the amount of floor space available for this work, it is necessary to ask some of the employees to work a certain amount of overtime, in order to meet the schedule and also to avoid congestion of work. Occasionally when test sets break down, resulting in delay, it may be necessary to ask the employees to work overtime on short notice.

Each employee is asked to work, and it is optional with the employee whether he works or does not work overtime. The employees are expected to work a reasonable amount of overtime when necessary. However, it is possible that an employee may be asked to work what he considers an unreasonable amount of overtime, or that some of the employees may work overtime when they are really unwilling to do so, but do not refuse to work because they believe that this may offend the supervisor.

Additional test sets have been ordered, and additional floor space requested by the Manufacturing Planning Organization, and it is believed that when these are available the work could be handled without the necessity of working any appreciable amount of overtime. Additional floor space for this work will be available in buildings 22-4 and 22-5 in Sept. 1929. However, this work is scheduled to be moved to a building now under construction in July 1930.

UNIVERSITY OF WISCONSIN - MILWAUKEE

6037-1
File
Return to 6605-2

54-1

August 8, 1929.

[REDACTED] - 6600:

Subject: Employee Interviews.

We have investigated the complaints made in the course of the employee interview program in Sub-Set and Desk Stand Section 6604-1, formerly 6603-1. The results of this investigation are covered in the attached report.

Our knowledge of the "Situation" was derived chiefly from the records of the employee interviews made several months ago with a few additional facts furnished on request by Industrial Research Division - 6088.

Ind
Rip
78-608-8-AHE

Copy to:

[REDACTED] - 6005
[REDACTED] - 6088

Chiff
[REDACTED] 6605.

DESCRIPTIVE INFORMATION
FOR SECTION 6654-1

Subset and Desk Stand Inspection Section - 6654-1, formerly 6643-1, is located in Buildings 28-4 and 29-4.

Sixty-four people are employed in this section, twenty-five male and thirty-nine female.

The average rate of pay is \$.627 an hour for male employees and \$.475 an hour for female employees.

The average efficiency for the section is 85% on task and 101% on bogey.

Twenty-six employees, or forty percent of the employees in the section, work on conveyors. These employees are allowed a recess twice a day, once in the morning and once in the afternoon.

There are four conveyors in the section; one on which hand sets are handled is located in building 28-4 and three on which sub-sets are handled are located in building 29-4.

Since the efficiency of the employees working on these conveyors is to a large extent controlled by the speed of the conveyors, the speed of the conveyors represents an efficiency of 100 percent.

The Inspectors work in conjunction with the Operators on all conveyor jobs. On the sub-set conveyor, sub-sets are assembled, inspected, packed, and sealed on the conveyor. They are then shipped to the Merchandise Building. It is unusually noisy in Building 29-4 due to the conveyors and other power driven machinery.

August 7, 1929.

INVESTIGATION OF UNFAVORABLE
COMMENTS AND COMPLAINTS
EMPLOYEE INTERVIEWS - SECTION 6642-1
COMPLETE REPORT FOR THIS SECTION

<u>Complaint</u> <u>Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
6.7	Underrated	257

Situation*

This employee has had forty-two years service, thirty-five of which he has been in a supervisory capacity. He states that his present rate of pay is less than that of many men in the Section who have only a few years service. He also states that he has been offered his pension six times but has always refused, feeling that his period of usefulness is not over.

It has been eleven years since his last increase. This employee believes he deserves more money but has not been given it since he is due to be pensioned.

Action or Comments

This employee can be identified because of long service. His last increase was in 1920, his present rate being \$7.50 an hour. He is given easy jobs since that is all he is capable of doing. Under these circumstances it was considered that no increase was deserved. He has applied for his pension, which will be granted as soon as the necessary arrangements can be made, probably some time in September.

4.19	Fatigue	234
4.19	Fatigue)	235
4.7	Mentality)	

Situation

These two employees had been with the Company at the time of the interview but two or three weeks. They state that for the first few days the job was very tiring, one employee adding that it was also quite irksome. However, after a few days they became more accustomed to it and the work seemed different. Both seemed uncertain as to whether or not they would like the work after a reasonable amount of time.

Action or Comments

Since new employees naturally require a period of adjustment, both mentally and physically, it is extremely doubtful that any conclusion of value can be drawn from remarks on this subject by an-

Section 443-1

Complaint
Code No.

Nature of Complaint

Interview No.

employees with only two or three weeks service. It should be of interest, however, when data from subsequent interviews are available, to compare the attitude of these employees with the present attitude.

S.1

Task and Begay too high

101

Situation

This employee says "I did not like my previous job. I worked real hard and at the end of the day I had not made my efficiency. I do not think it was the rate as much as it was myself as I did not have the knack of handling so many wires at one time."

This employee then asked her supervisor for a transfer, which was granted. She likes her present job very much. She is making good on it, is making more money, and is highly satisfied, saying, "Although you have to work hard, at the end of the day you have accomplished something."

Action or Comments

It seems that this is clearly a case of a girl who was "a square peg in a round hole". She realized it and through her own efforts was able to secure a transfer to work for which she is better fitted. No action is taken as she is satisfied now.

S.1

Begies hard to meet

354 - 123

Situation

These are both new employees who complained that the begies are hard for a new employee to meet. They feel that more time should be allowed. However, they seem to agree that with a reasonable amount of experience, the begies can be satisfactorily met.

Action or Comments

It is anticipated that the begies will seem difficult to new employees, otherwise they would be much too easy of attainment for the more experienced employees. One of the employees in question has left the Company and the other is now making an efficiency equal to the average of the section.

S.1

Task and Begay too high

77

Situation

This employee states that at first she did not like the job at all since it seemed impossible to make the tasks. The other girls

Section 6643-1

Complaint

Code No.

Nature of Complaint

Interview No.

were very encouraging and insisted that she ought to give the job a trial for at least two weeks. She did this and expressed herself as liking the job and being well satisfied. She expressed the hope that she may be able to remain just where she is.

Action or Comments

No action is considered necessary from the facts related.

5.1

Task or Pay too high

100

Situation

This employee remarks, "I like this job a great deal better because the rates are not so hard as on my previous job. I can get more money even though I have to work hard".

Action or Comments

Since it was recognized that inequality of rates is a major cause of dissatisfaction in industrial plants, the present program of adjusting the grades to a common level of difficulty was initiated. This particular condition will doubtless be rectified when this section is studied, which will be the early part of August, according to our present program.

7.6

Employment practice

175

Situation

This employee states that she has had eighteen months of Business College training and for that reason prefers clerical work. However, she has been told by some of her fellow employees that she can make more money in the Shop and if that is the case she is perfectly willing to remain in the Shop.

Furthermore, she insists that when she was hired, she understood that she was getting a clerical job, and did not know she was not until she went to work.

Action or Comments

It is very difficult to draw conclusions from a single instance of this kind. The employee is apparently sincere in her belief that she was not actually given the kind of work she was hired for. It is possible that the employee, not being familiar with the various classes of work available, did not fully comprehend what was told her in regard to the job.

-4-

Section 6643-1

Complaint

Code No.

Nature of Complaint

Interview No.

On the other hand, although this is the first case that has been analyzed, in connection with the present investigation, it is understood that a great many such cases have been found in the Inspection Branch in the past. A file has been established in order that the total of such cases can be ascertained at any time, and when a sufficient number have been accumulated a memorandum will be written to the Employment Division bringing the matter to their attention.

B.B

Underrated

152

Situation

This employee was formerly a supervisor but when the force was reduced he was put back on the bench since he was the supervisor having the least service. His Section Chief at that time told him that he would look around and find a better job for him as soon as he could. However, when jobs opened up he complained that he had not been considered. He states that he works hard hoping that some day it will be seen that he is fit for a better job. He is discouraged with the situation, however, since it does not seem to be very promising.

He could not agree very well with his former Section Chief but reports that he gets along nicely with his present Section Chief.

Action or Comments

It is not possible to make a specific recommendation in a case such as this, without the knowledge of all the facts bearing on the case.

*Note: The "situation" is derived chiefly from the record of the interview, with some additional facts furnished by Division 6000.

61-2

Return to 6605-2

~~6031-4C~~
~~FILE~~

September 17, 1929.

[REDACTED] - 6600:

Subject: Employee Interviews.

We have investigated the complaints made in the course of the employee interview program in Telephone Repeater Equipment Section 6661-2. The results of this investigation are covered in the attached report. However, it was not possible to make recommendations or take action in all cases due to insufficient information or wrong analysis of complaint. These facts are presented in the following tabulations.

Number of complaints analysed	24
" " " omitted due to wrong analysis	2
" " " " " insufficient information	7
" " " covered in report	15

Our knowledge of the "Situation" was derived chiefly from the records of the employee interviews made several months ago. However, at our request Industrial Research Division 6088, has supplied us with additional information.

[REDACTED] - 6602.

[Handwritten signature]
FC-CK

Cover to:
[REDACTED] - 6005
[REDACTED] - 6088

DESCRIPTIVE INFORMATION
FOR SECTION 6661-2

Telephone Repeater Equipment Section 6661-2, is now located in building 28-5. This section was formerly located in building 26-2.

All the employees in this section are male, fifteen men being employed.

The work is handled on a bogey basis, the average efficiency for the section being 108%. The average rate of pay is \$.65 an hour, being much lower than it would otherwise be on account of a considerable proportion of new help.

The major portion of the work formerly handled in this section has been moved to Kestry.

The work now handled by the section consists mainly of telephone repeater and carrier current equipment, such as repeaters, ringers, 1-B, and 2A carriers.

September 17, 1929.

Section 6661-2

Interview
Code No.

Nature of Complaint

Interview No.

4.34

Safety

290

Situation

This employee said, "I think there ought to be some protection from these lights. We often receive slight burns from them."

Action or Comments

The hand trouble lamps formerly used on this work, have now been entirely replaced with head lamps, from which there is very little danger of receiving burns.

5.7

Transferred too frequently

290

Situation

This employee said, "the bogey is all right but I don't think it is fair to put a man who is graded high on low graded jobs. I am graded 112 and I often have to work on 109 jobs. I cannot make a high enough efficiency on 109 grade work for the pay I get."

Action or Comments

Some sections follow the practice of distributing the lower graded work among a number of employees so that none have a great amount.

In cases where there are miscellaneous jobs of various grades, it has been previously recommended that employees for this work be designated in advance and given special consideration at rate revision periods.

5.6

Task or bogey too high

290

4.33

Uninteresting

Situation

This employee said, "the bogey don't appeal to me very much, we are not allowed enough time on the job and that makes a machine of the man. If a man hasn't any brains it's all right, but I like to use my head on my work."

Action or Comments

Since the carrier current job is one of the highest grade and best paid productive merchandise jobs in the Inspection Branch, there should be full opportunity for exercise of the mental powers of the normal individual.

Section 6661-2

Interview
Code No.

Nature of Complaint

Interview No.

5.6

Task or bogey not fairly set

279-398

Situation

Two men complained that they cannot make the bogey when the work comes in bad. One man said that it is necessary to locate the trouble, which takes time and is sometimes pretty hard to find. He said that when he has a lot of trouble his efficiency is low although he actually works hard. The other man said, "I wonder if they allow time for any trouble."

Action or Comments

Time for an average amount of trouble has presumably been included in the bogey. Since the bogies in the Inspection Organization are now being investigated and any inequalities adjusted, any undesirable condition will be rationalized during the latter part of the rationalization program. Where practicable, conversion factors for defects will be allowed. Otherwise, time for an average amount of trouble will be figured in the bogey itself.

5.6

Task or bogey not fairly set

242

Situation

This employee said, "at the last revision I was making 120% efficiency--another fellow was making 80%. I was told by my former section chief that he could not pay me what I earned because the man making 80% was not earning his rate and I would have to balance up the difference." The employee said that he is very well pleased with the present supervisors.

Action or Comments

This is of course contrary to approved practice or the normal procedure. However, it is not possible to make a specific recommendation in a case such as this, without the knowledge of all the facts bearing on the case. It should be noted that present condition is satisfactory.

5.7

Pay not comparable with others

278

Situation

This employee said, "I feel that I am poorly paid, I am one of the lowest paid in the section, although my efficiency is always one of the highest."

Action or Comments

This employee has received two increases in pay since the time of this interview and he is now receiving more than the average rate of pay in this section.

Section 6661-2

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
5.7	Under rated	242

Situation

This employee said, "I am worth more money for the work I am doing." He says his efficiency is one of the highest in the section.

Action or Comments

We have been informed that this employee has received two increases in pay since this interview, and his rate of pay is now considerably above the average rate of pay in this section.

5.7	Pay not comparable with others	204
7.7	Lack of advancement	

Situation

This employee states that he does not like this work any more because he has not been advanced during the past seven years. He has been up to see the Personnel Department regarding a transfer, and was told that he will be advised of what action will be taken in this case. The employee said, "I believe that if I was out of the Inspection Branch entirely I would be able to earn more money."

Action or Comments

This employee has been transferred to another Branch.

7.15	Misplaced	281
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Situation

This employee said, "I really applied for work here as a production clerk. At that time there was no opening. I have learned to take an interest in this job and so far I like it."

Action or Comments

We believe this should be interpreted as a suggestion rather than a complaint.

This man was a new employee having less than two months service at the time of this interview. His present efficiency on this work is approximately 100% and he received a good increase in pay at the June revision period.

7.18	Reward for inventions	398
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Situation

This employee states that he is an inventor and that he is working on

Section 6661-2

Interview
Code No.

Nature of Complaint

Interview No.

one of his inventions right now. He said that he understands that if the Company should get his invention he would be paid only one dollar for it.

Action or Comments

It is recommended that this employee be informed of the company policy in regard to employees' rights to inventions.

7.19

Hospital service

278

Situation

This employee states that when he was going home one Saturday noon during the winter season, he slipped on the icy steps, fell, and hurt his arm. He said, "I didn't understand that I could go to the company hospital on Saturday afternoon, so I did not report the accident until Monday morning. They X-rayed my arm at the company hospital Monday morning, and told me to go back to work. I was called back to the hospital several hours later and was told that the negative showed no broken bones, but my arm was very painful and I asked to go home. The section chief sent me to the department head who urged me to stay at work. He said I would not be able to do anything for it at home any way and that I would be given light work in the section. The company doctor gave me capsules to take so that I might sleep nights. I had been going to the hospital daily, and after about a week the company doctor got the X-ray out again, and this time decided that the arm had been broken. However, by that time the arm did not pain me so much and I wanted to work."

Action or Comments

The situation described speaks for itself. Since not all the facts are available we do not feel justified in commenting.

7.6

Employment practice

281

Situation

This employee said, "when I was employed about two months ago, it took me about a week to get this job. I sat in the employment department three full days before I got to see the medical people. They kept putting the newer names on top and I became very discouraged, the third day I spoke up. I was told to come back after lunch and I would be taken care of. I was taken care of, but I think it was very unreasonable and unnecessary. It appears to me as only carelessness on the part of the three men working at the desks in the employment department.

Action or Comments

This condition is the responsibility of the Employment Division. Several other interviews have contained complaints of the same nature. Since

Section 6661-2

Interview
Code No.

Nature of Complaint

Interview No.

this division is the point of contact that gives the prospective employee his first, and in many cases his final opinion of the company, it would seem exceedingly important that this contact should not be lacking in any particular. From all indications a careful survey should be made of the present system and practices of the Employment Division, with a view to giving the new employee a speedy and fair decision with respect to employment.

7.7

Lack of advancement

238

Situation

This employee said, "I don't want to stay on this type of work always. I want to advance so that I can make more money. The bogey seems to make the day go faster and I have been told that if my efficiency is high enough, it will merit me a raise. There is nothing wrong with this work."

Action or Comments

Since present conditions is satisfactory, we believe no action is required.

7.7

Lack of advancement

241

Situation

This employee said, "I feel that I will not receive an increase in pay as long as I stay on this job."

Action or Comments

We are informed that this employee's rate of pay has been increased \$.04 an hour in June, and he is now receiving approximately \$.10 an hour more than the section average.

UNIVERSITY OF WISCONSIN - MILWAUKEE

6605
FILE

September 25, 1929.

[REDACTED] - 6600:

Subject: Employee Interviews.

We have investigated the complaints made in the course of the employee interview program in Step-by-Step Line Finder, Selector, and Miscellaneous Equipment Section, formerly 6661-5, now 6661-3 and 6661-5. The results of this investigation are covered in the attached report. However, it was not possible to make recommendations or take action in all cases due to insufficient information or wrong analysis of complaints. These facts are presented in the following tabulation:

Number of complaints analyzed	56
" " " omitted due to wrong analysis	6
" " " " " insufficient facts	29
" " " covered in report	25

Our knowledge of the "Situation" was derived chiefly from the records of the employee interviews made several months ago, with a few additional facts furnished on request by Industrial Research Division - 6088.

Ind
RW
PS-EX

[REDACTED] - 6603.

Copy to:

[REDACTED] - 6005
[REDACTED] - 6088

DESCRIPTIVE INFORMATION
FOR SECTION 6661-5

Step-by-Step Line Finder, Selector, and Miscellaneous Equipment Section, formerly 6661-5, now 6661-5 and 6661-5, is located in Buildings 24-S, 25-S, 27-S.

One-hundred and forty-five people are employed in these sections, ninety-eight male and forty-seven female.

The average rate of pay is \$.694 an hour for male employees and \$.47 an hour for female employees.

The work is handled on a bogey basis, the average efficiency for both sections being 100 per cent.

The work handled by these sections consists mainly of inspecting and testing connector, selector, line finder, and miscellaneous units and shelves, also relays, step-by-step switches, and P.B.X. boards.

September 25, 1929.

Section 6861-5

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
4.21	Heavy	123 - 100
4.28	Sore back	100

Situation

Two girls complained that the work they are doing requires heavy lifting. One girl said that one of the jobs which she does part time, hurts her back because she has to box her own work, lift the box down, and walk around the bench with it. She thinks the work is too heavy for a girl.

Another girl said that the empty wooden boxes which she lifts are very heavy.

Action or Comments

Female employees in this section are not required to do heavy lifting. Any heavy lifting necessary on work at which female help is used is done by a utility man. The heaviest wooden boxes used weigh approximately thirteen pounds, and the heaviest weight any female employee may be required to lift is not more than approximately fifteen pounds.

4.7	Monotony	87
4.17	Dirty	87
4.21	Heavy	87

Situation

This employee states that her former job was heavy, extremely monotonous, and dirty.

Action or Comments

Since the complaint is of a former job and present condition is satisfactory, we believe that no action is required.

5.1	Task and begoy too high	127 - 390 - 399
5.6	Task and begoy not fairly set	123-399 - 400 - 127 - 129

Situation

These employees complained that the begies are too high and are not fairly set. A man can average as much as 120 per cent efficient on one job while it is much harder to average 100 per cent on another job. Therefore, the men showing the highest efficiency are not necessarily the most efficient. The defects are not taken into consideration and everything seems to be based on O.K. work. On one job the same amount of time is allowed regardless of whether one test or three tests are required. One man said, "at times the

Section 6661-5

Interview

Code No.

Nature of Complaint

Interview No.

inspector must stall because if he makes a certain high percentage the bogey is reset."

Action or Comments

The statement that the men showing the highest efficiency are not necessarily the most efficient is quite correct. However, any errors in individual bogies in this section will be corrected during the bogey rationalization study in November. Also, conversion factors for defects will be introduced when found advisable.

5.1

Task and bogey too high

360

Situation

This employee said, "the bogies on certain jobs are pretty hard. Although the man seem to be making 100 per cent efficiency, I hardly think it is the usual quality."

Action or Comments

Although the average quality accuracy of the group having the highest efficiency happens to be slightly less than the average for the section, we can find no correlation between efficiency and quality accuracy.

5.7

Under rated

385

Situation

This employee has been with the company six months. He said, "I did a good job when I came into this section and I have been promoted to this gang. I expect a rerate because the men who are starting here are getting six cents an hour more than I am. I don't know why any of these men are any better than I, as we all have a complete high school education and they are no older than I am."

Action or Comments

We are informed that this employee has left the company. Since the hiring of inexperienced employees at rates of pay in excess of those received by more experienced employees, who perhaps must train these new employees, is invariably a serious cause of discontent and dissatisfaction wherever it exists, the only logical course of procedure is to make the rates of pay of the experienced employees comparable with the rates received by new employees, at the first opportunity. A survey of this section reveals that there are several employees below the present starting rate of \$.55 an hour, one employee's grade having been advanced to 111, yet he is receiving less than the present starting rate for 107 grade work. It is felt that it is imperative to eliminate such inconsistencies in order to avoid a state of discontent which may prove costly.

Section 6661-5

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
5.7	Under rated	188

Situation

This employee said, "I had about the highest average efficiency in the section at the last revision period, and received a two cent increase while some of the other men who were rated the same as I received better increases. I complained and was told this was because I had not been here long enough. I still am the highest man in the section and am waiting to see what they will do for me at the next revision period."

Action or Comments

This employee has been transferred out of the Inspection Branch.

5.7	Pay not comparable	148
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Situation

This employee states that she and two other girls were transferred to this department at the same time and worked in the same gang. At that time all three girls were earning the same amount of money. The other two girls now earn one cent an hour more than she does.

Action or Comments

Since differences in individual ability often result in much greater differences in pay, this case apparently does not require further investigation.

7.10	Safety	189
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Situation

This employee said, "The average lot of men who rush for our clock at quitting time could easily be considered a potential safety hazard. Last night at three minutes after the whistle, there was still a long line. We have monitors who stand there, but that doesn't mean anything because they never say a word."

Action or Comments

The situation complained of does not seem serious enough to warrant action.

7.15	Misplaced	159
7.7	Lack of advancement	159

Situation

This employee said, "I was placed on this job temporarily and was

Section 6661-5

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promised a transfer in two months time to some other job which they thought would be more desirable, but I have been on this job for two years now. I have not received an increase in pay during the past three years. My section chief, who I feel is a pretty good scout just said, it is the same old story, that is, that I am way overrated.

"I have a particular job in mind that I am desirous of obtaining. I have proven I can hold this job I am asking for by designing three sets, all of which are now in use. My division chief said that he knows that I can qualify for the job but because I don't happen to have the proper amount of education he cannot place me. He said if I wanted this job it was up to me to sell myself to this department. I don't know what more I can do to sell myself and they can't tell me either."

Action or Comments

We are informed that this employee has been transferred to another division, and he is now doing the type of work he desired.

7.15

Misplaced

402

Situation

This employee said, "to be perfectly frank, I don't want to stay on this job all my life. I have had general college work and also studied law. I don't believe my training will do any good for me on this kind of work and I feel I would be a whole lot happier on some other job that would require more study or where a man could use his wits."

Action or Comments

This man has left the company to study law.

7.7

Lack of advancement

403

Situation

This employee said, "I would prefer a job at which I could move around and get a little exercise. I am a high school graduate and have had two years of college. I would like to get a chance to use my education.

Action or Comments

This employee has been promoted to a job three grades higher.

UNIVERSITY OF WISCONSIN - MILWAUKEE

62-1
FOLLOW

August 22, 1929.

[REDACTED] - 6400:

Subject: Employee Interviews.

We have investigated the complaints made in the course of the employee interview program in Panel Dial Frame Section 662-1. The results of this investigation are covered in the attached report.

Our knowledge of the "Situation" was derived chiefly from the records of the employee interviews made several months ago with a few additional facts furnished on request by Industrial Research Division - 6088.

[REDACTED] - 6403.

PG-OK

Copy to:

[REDACTED] - 6005
[REDACTED] - 6088

PRELIMINARY INFORMATION
FOR SECTION 6662-1

Panel Dial Frame Section 6662-1 is located in buildings 47-1 and 48-1.

These buildings have concrete floors. They are equipped with a superstructure which supports rows of hinged scaffolds or platforms approximately six feet above the floor. These platforms are about two feet wide and are divided into sections approximately four feet long. By means of the hinges, each section may be raised to a vertical position where it will be out of the way when not in use.

The superstructure is equipped with trolleys, to which block and tackle used for setting up or taking down frames may be attached.

This section occupies the same floor space as its associated operating department.

There are ninety-four employees in the section, all male.

The work is handled on a hazy basis, the average efficiency for the section being 83%. The average rate of pay is \$1.75 an hour.

Twenty-one of the men in this section are new employees, having less than six months service with the company. This no doubt accounts for the comparatively low average efficiency of the section, as well as the average rate of pay, since non-supervisors reach as much as \$1.00 an hour in this section. The work of the section consists mainly of inspecting and testing panel dial frames, bays, and step-by-step relay racks.

The frames are set up in a vertical position, in rows between the platforms, these platforms being parallel with the frames and in front and rear of them. The platforms are used by the men when they are working on the upper part of the frames. The frames are then bolted to the superstructure and thus held in position.

The height of the average frame or bay is eleven feet. The weight of the frames when equipped ranges from approximately 250 to 1400 pounds.

By means of properly designed test sets, the frames and bays are given an operation test under conditions similar to those to which it will be subjected in regular operation at the telephone exchange.

Experience in this section is considered by the supervisors to be quite valuable. Experienced circuit testers who are capable of handling better jobs are often transferred to the Planning Branch, Methods, Inspection Control, and the Inspection Maintenance Division.

August 28, 1929.

Section 4642-1

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
4.15	Clothes soiled	240
7.10	Accident hazard	

Situation

This employee states that the seats or boxes used in this section are very dirty and destroy his clothes. He further states that the boxes are dangerous when they are on the scaffold due to the fact that they are apt to fall off, and if one should fall off it could break a man's skull.

Action or Comments

Boxes are used by the inspectors to sit or stand upon as the work requires, and due to the nature of the work in this section, it is not practicable to keep these boxes very clean. Also due to the fact that all factory work is more or less dirty, it is left to the individual to dress suitably for the kind of work he is doing.

There have been instances on which inspectors have been knocked unconscious by these boxes falling. In every instance this was the result of carelessness on the part of other inspectors.

All of the inspectors in the section have been instructed to remove their boxes from the platform when not in use, and the supervisors attempt to enforce this rule. It is naturally difficult to rigidly enforce a rule of this nature as there is some danger of a repetition of such an accident.

4.19	Health	249
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Situation

This employee said, "several fellows have mentioned to me lately that the cement floors are bothering them and are causing sore feet and rheumatism. I have noticed that the floors make me tired also."

Action or Comments

Buildings 47-1 and 48-1 are equipped with concrete floors. This is possibly due to the fact that wooden floors would be broken or damaged by the heavy frames handled in these buildings.

Another possibility is that the floors are concrete because these buildings were formerly used for storage and shipping purposes.

However, this is the only complaint of this nature in this section. This employee had been in the section but a short time when the complaint was made. With proper shoes an employee should become accustomed to such a floor in a short time.

Section 6652-1

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
4.25	Unfair distribution of work	289
5.5	Under graded	

Situation

This employee states that he has been here seven years, has received raises quite regularly, and was graded 112. He says that he was taken off the 112 grade job and put on a lower graded job and kept on this low graded job about six weeks.

There was no efficiency to be made on this job because there was no bogey on it at that time. The employee states that he mentioned this to his section head and was told that he would be put on a higher graded job later, and that it did not matter what job the employee was on, that it could all be explained.

The employee has since been put back on the higher graded work. However, the employee said that he does not like this shifting around from one grade of work to another because it reduces his chances of getting a raise.

Action or Comments

Without the knowledge of all the facts in the case, it is not possible to make a specific recommendation.

4.35	Unfair distribution of work	305
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Situation

This employee said, "I think they ought to give the fellows more of a break in regard to day work. We do a lot of work on our own time and don't get credit for it. For instance, such as damaged apparatus, we have to repair it on our own time, it doesn't take but a few minutes for each case, but there are numerous cases each day. And these minutes count up. I take care of these little troubles for other inspectors, in addition to doing my regular inspection work. They are petty annoyances, and the other fellows can fix them just as well as I can."

Action or Comments

The inspectors in this section are not required to repair any apparatus. Repair work is done by the operating department. Occasionally when a relay or sequence switch will not function properly during the operating test, rather than report it to his supervisor, the tester calls in the inspector who passed this particular piece of apparatus as O.K., to determine what the trouble is. When the trouble is due to some minor adjustment which he can easily repair, and no appreciable amount of time

Section 6652-1

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is required to do this work, the inspector who passed the defective apparatus as O.K., usually repairs the trouble voluntarily. However, each inspector is responsible for his own work only, and very little time is lost in this way.

4.33

Uninteresting

117

4.34

Hard on his eyes

5.35

Under graded

Situation

This employee states that the work is uninteresting and hard on his eyes. He said that he thinks he is capable of holding down a higher rated job. This employee has been with the company three months.

Action or Comments

Without full information, it would not be possible to make a recommendation in this case.

4.33

Uninteresting

250

7.13

Misplaced

Situation

This employee states that he is not interested in the work he is doing. He said, "I feel that I am capable of doing work which would be of more value to the company."

Action or Comments

This employee has been transferred to higher graded work in another division in the Inspection Branch.

4.34

Hard on eyes

257

7.13

Health

Situation

This employee said, "There is a conflict between the lighting system and day light which is hard on my eyes. The work hurts my eyes and gets on my nerves also. I have been here only seven weeks."

Action or Comments

This is the only complaint of this nature in this section. The lighting system is used throughout the day since the frames nearest the windows cut off the daylight. However, each inspector is provided with a headgear to which an adjustable lamp is attached. The light is thus automatically

Section 666-1

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focused on whatever spot the inspector is observing. The inspectors as a whole are highly pleased with this lamp.

4.7

Monotonous

289

Situation

This employee states that the job he is on at present does not interest him, that it is a repetition of the same thing day in and day out.

Action or Comments

Since most factory work is more or less monotonous, and this is the only complaint of monotony in the section, we feel that we can make no specific recommendation in this case without the knowledge of all the facts bearing on the case.

5.1

Task or bogey too high

227

Situation

This employee states that he has been here seven weeks and he cannot make the bogey.

Action or Comments

It is anticipated that the bogies will soon be difficult to new employees. Otherwise they would be much too easy of attainment for the more experienced employees. However, it has been found that there is a much greater difference between the output of a highly skilled employee and an inexperienced employee on the wired equipment job than elsewhere in the branch. The result is that if bogies are set so that the experienced employee will not make an abnormally high efficiency, the inexperienced employee will make a very low efficiency.

5.2

Unfair distribution of work

321

5.7

Pay not comparable with others

Situation

This employee complains that due to the fact that he is shifted frequently from one job to another, his efficiency is not as high, and consequently his increases in pay are not as large as that of men who work steadily on one job.

Action or Comments

In discussing similar complaints in the past, we have recommended that the men who work steadily on miscellaneous work be given special consideration at rate revision periods.

Section 5632-1

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5.6

Task or bogey unfairly set

28

Situation

This employee states that the bogey scheme in this section is unfair because some months his efficiency runs extremely high and perhaps the following month, it will be comparatively low. He states that this is not due to himself, but is due to the difference in jobs on which he works. He said that the bogey as it is set, is based on averages and does not take care of these differences in individual jobs. He feels that this should be given further study and that the bogey should be modified so that a man's efficiency will be more constant.

Action or Comment

The bogey rationalization study now being conducted in this section, and scheduled for completion in September, should rectify the condition of which complaint is made.

5.6

Task or bogey unfairly set

505

Situation

This employee states that the efficiency plan is encouraging the men in this inspection section to "railroad" the work. That in their effort to make the highest efficiency, some of the men on this job are trying to "cut each others throats" by railroading the work, and that they are getting away with it due to the fact that the work is coming so good from the operating department.

The employee states that each man is trying to make the highest efficiency on this job, and the result is that the quality of the work suffers from it. He said, "If we turn out a job in two hours, the following week the bogey will be cut to 1 3/4 hours. The rates are not constant, and we do not know how much time we are allowed on the job. I keep reducing my time on the job in an effort to increase my efficiency, but it doesn't do any good because the rates are cut accordingly."

Action or Comment

It is true that some of the bogies in this section have been made increasingly more difficult as the inspectors decreased the time consumed. Since the inspectors were quite inefficient when the first bogies were established, there was no very clear idea as to the time actually necessary to perform the job under consideration, the inspectors previous performance being taken as a fair index. This is a common mistake of inexperienced time study men.

Since the bogies in the Inspection Organization are now being investigated and any inequalities adjusted, conditions will doubtless be rectified. This section is scheduled for completion in September.

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Interview No.

5.6

Task or bogey unfairly set

339

Situation

This employee states that the bogey system still has a few weak points, that there are some jobs in this section on which the time allowed makes it quite difficult to make the grade while other jobs are more or less easy. He said that the bogey on one particular job was set on a job which was not fully equipped and that it is impossible to make the grade on this job when it is fully equipped. He said, "I wonder how long it will be before they straighten the matter out so that a man will get credit for what he actually does."

Action or Comments

This employee's analysis of conditions in this section is remarkably accurate. Since the bogies in the Inspection Organization are now being investigated and any inequalities adjusted, this condition will be rectified in due time. This section is now being studied and is scheduled for completion in September.

5.6

Task and bogey not fairly set

61

Situation

This employee said that he does not like the bogey system because it is unfair on certain jobs. He states that the jobs which have a large number of defects cause his efficiency to drop, and he has to work harder on these jobs. However, he said that he thinks the bogey system has been the means of increasing the pay of the average inspector.

Action or Comments

Since the bogies in the Inspection Organization are now being investigated and any inequalities adjusted, this condition will be rectified in due time. This section is now being investigated and is scheduled for completion in September.

5.6

Task or bogey not fairly set

337

Situation

This employee said that he gets jobs on which he does not see how any rates can be set. He states that he thinks the men should know how their bogey is set. And he further states that as it is he doesn't know what efficiency he is making until the end of one or sometimes two periods.

Action or Comments

There are some jobs clearing through this section on which it is in-

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practical to establish bogies, and therefore none are established.

A chart showing the efficiency of all the employees in this section is posted each month where it may be viewed at any time by the employees, and the section head will supply any further information regarding the bogies to any employee in this section who desires such information. This was the practice long before the time of the interview.

5.6

Task or bogey unfairly set

545

Situation

This employee states that he does not like the bogey system because a man is expected to turn out a given amount of work in a given amount of time in order to make a high efficiency, and at the same time he is expected to maintain quality. The employee said, "I don't see how a man can turn out a given amount of work in a given amount of time and still maintain quality. What they want down here it seems, is quantity and not quality. I prefer to take more time and do a good job to taking less time and doing a poor job."

Action or Comments

The employees are not required to turn out a given amount of work in a given amount of time, and the employee's rate of pay is governed by the quality as well as the quantity of work he does. However, much of the work received in this section is of very good quality. As a consequence it is possible for inspectors who are willing to take a small chance to greatly increase their output and consequently their efficiencies. As a result, the conscientious inspector who does the job as instructed is penalized.

Due to his slow and careful work, this employee should benefit somewhat by the introduction of the system of quality accuracy, since his quality rating will presumably be high.

5.7

Under rated

287

Situation

This employee states that he is not satisfied with the pay. He said, considering the time he has been working here, he should be getting more money.

Action or Comments

This employee's efficiency is 88% compared with 89% for the section and a much higher efficiency for a majority of experienced employees in the section. His rate of pay is somewhat higher than the section average.

Since the employees in this section work on a bogey basis, and their rate of pay is largely based on their efficiency, it seems that this employee is not being unjustly treated.

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6.7

Under rated

23

Situation

This employee said he thinks that he is worth more money, but does not believe that his supervisors have been unfair or unjust in considering his rate at revision periods.

Action or Comments

Since the work in this section is on a bogey basis, and in view of the fact that this employee feels that his supervisors have given him fair consideration at revision periods, we feel that we can make no specific recommendation in this case without the knowledge of all the facts.

7.10

Accident hazard

337

Situation

This employee states that there is danger of the men bumping their heads on the details which support the transformers on the wall.

Action or Comments

In view of the fact that the details which support the transformers on the wall are approximately seven feet above the floor, we do not feel that there is much danger of the men bumping their heads on these details and believe that no action is required.

7.10

Accident hazard

61

Situation

This employee said that there is an accident hazard in connection with his work. He states that the means for taking the proper precautions are available but the employees are negligent in using them. He suggested the safety provisions be enforced more rigidly.

Action or Comments

So far as could be observed, the safety provisions in this section are being satisfactorily enforced.

7.10

Accident hazard

321-339-340

Situation

These employees state that the rod or pole used for hanging up clothes in the upper lockers may fall out and hurt somebody. One of these employees said that some men lift their coats off the hooks in the upper lockers without

Section 5662-1

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the rods, and sometimes one of these rods falls out and strikes a man on the head.

Action or Comments

The lockers of which these employees complained, are the standard type of lockers used throughout the shop, and since the accident hazard mentioned in the above described situation no doubt exists in most inspection sections, it follows that any action be taken in these cases should be extended to the entire shop.

While we can find no cases in which lost time accidents have occurred from this cause, a number of less serious accidents from this cause have been reported. Carelessness of other employees undoubtedly constitutes a large factor in these accidents.

Since it will be necessary to purchase many new lockers as a result of the program to furnish each hourly rated employee with an individual locker, this factor should be given consideration at that time.

7.10

Accident hazard

525

Situation

This employee states that he would not bump his head so much if the jobs were spaced enough so that he could get around them.

Action or Comments

By using the advice, this employee would take no chances and be in no danger of bumping his head. However, in order to save time, he evidently tries to squeeze through between adjacent frames which are not spaced far enough apart to permit him to get through safely, and take a chance of bumping his head.

7.15

Simulated

525

Situation

This employee states that he has been here three months and is not satisfied with the job, that he would like to work up to engineering work, and does not believe that the work he is doing is just what he wants. The employee said that he has talked to his section head about it, and his section head told him that he would see about it.

The employee states that he is a high school graduate and that he has gone to evening school for 6 nights a week.

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Action or Comments

Since the interview does not reveal that this employee has any special training for engineering work of any kind, and since his education is approximately equal to that of the average new employee in this section, it is felt that no specific recommendation can be made in this case.

7.15

Displaced

304

Situation

This employee said, "I would like to go back to my old line that I worked at once before. I believe that I was better suited for that work. I am not dissatisfied with this, if there is an opening I would like to go back."

Action or Comments

It is not possible to make a specific recommendation in a case such as this, without the knowledge of all the facts bearing on the case.

7.7

Lack of advancement

320

Situation

This employee said, "I haven't advanced as I would like to because I haven't the education, and I wasn't in a position to go to school for several years, but now I am going to the Hawthorne evening school and am trying my best to improve my education. I find the company is always willing to advance you if you show any initiative to help yourself. I like the work because it is interesting. It is a job on which there is good advancement if you want to work hard."

Action or Comments

The statements made cannot well be construed as complaints.

7.7

Lack of advancement

370

Situation

This employee said, "I have been on the job six years and I feel that I should get a chance at something better, I think my record is good. I have been going to night school and have been plugging away at my present job the best I could. I have always put my best effort into my work and feel that I am entitled to a chance."

I am studying electrical engineering now and I want to get into that kind of work. There are a lot of fellows here who have a fairly good education but don't get a chance to use it. They cannot compete with the college men here.

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<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>

Action or Comments

It is not possible to make a specific recommendation in a case such as this without the knowledge of all the facts bearing on the case.

7.7	Lack of advancement	322
8.5	Under graded	

Situation

This employee said, "I don't exactly dislike this job, but I wonder why I never have had the opportunity of working on higher graded jobs. I would like to get a chance at the higher graded work. He states that he has been with the company eight years, but not all of the time in this department.

Action or Comments

This employee's entire experience has been on work of this nature. In spite of that his efficiency is only 75%, compared to 85% for the section and a much higher efficiency for a majority of experienced employees in the section. His rate of pay is somewhat higher than the section average. From these facts it seems that this employee is not being treated unjustly.

7.8	Lockers	74-250-282-324-340
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Situation

These men state that two men are assigned to one locker and that there is not enough space in one locker for their hats and overcoats during the winter months. There are only three hooks in one of these lockers and one of the hats or overcoats cannot be hung up and must be kept on the floor of the locker. One man said that the lockers in this section are too close to the wash basins and that causes a lot of confusion at five o'clock due to the men from the other room coming here to wash.

Action or Comments

The conditions complained of in the above described situation no doubt exist in most inspection sections, since the lockers used in this inspection section are the standard type of lockers used throughout the shop.

Since in a meeting of the Works Staff held on July 2, 1929, it was decided that each hourly rated employee should be furnished an individual locker, the situation complained of will doubtless be rectified in due time.

UNIVERSITY OF WISCONSIN - MILWAUKEE

2-2

FOLLOW UP

August 21, 1929.

[REDACTED] - 6690

Subject:- Employee interviews.

We have investigated the complaints made in the course of the employee interview program in Manual Equipment Section 6662-2, formerly 6661-1. The results of this investigation are covered in the attached report.

Our knowledge of the "Situation" was derived chiefly from the records of the employee interviews made several months ago with a few additional facts furnished on request by Industrial Research Division - 6088.

[REDACTED] - 6403.

RE-608-2-CK

Copy to:

[REDACTED] - 6405

[REDACTED] - 6088

DESCRIPTIVE INFORMATION
FOR SECTION 6662-2

Manual Equipment Section 6662-2 formerly 6661-1, is located in building 47-4.

All the employees in this section are male, twenty-two men being employed.

The work is handled on a bogey basis, the average efficiency for the section being 103%. The average rate of pay is \$.77 an hour.

Due to a great portion of the work of this section having been transferred to Kearny, much the greater portion of the employees remaining in the section have more than average service.

Most of the employees in the section are experienced at both mechanical inspection and circuit testing. It is the policy to start new employees on relay inspection and when they become proficient at this work they are given general inspection work and then circuit testing. At present four employees are doing relay inspection.

Although this section is known as the Manual Inspection Section, very little straight manual work is now handled here, since the manual job has been moved to the Kearny works. What manual work is handled here is chiefly equipment shipped here from Kearny requiring repairs or changes. Also, when there is an excessive amount of manual work at Kearny, a few jobs are scheduled to be handled here.

The work inspected in this section is comprised chiefly of equipment which works in with manual and machine switching, such as large multiple, used in machine switching boards taking care of manual to machine switching calls. Also desks used with both machine switching and step by step equipment, such as wire chiefs desks, information desks, service observing desks, and repair clerks desks.

August 21, 1929.

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
4.1	Lack of variety	45

Situation

This employee said that he thinks that the men should be changed around more frequently and given a chance on other jobs within the section.

Action or Comments

In view of the fact that the greater portion of the work in this section is on a bogey basis, and changing from one job to another tends to lower the efficiency, the men usually object to a frequent change of work. It is therefore, not considered good practice to change the men from one job to another more often than is necessary. However, it is the policy to upgrade the men to a higher graded job as frequently as possible. The interview does not reveal that the employee has mentioned to his supervisor that he would like to be changed from one job to another.

4.18	Equipment	145-143-311-286-145
7.10	Safety	143-311-286

Situation

These employees complained of the fact that in this section cords are suspended from overhead jack boxes. The employees have to dodge these cords all day, as they go about their work. It is complained that they are a potential cause of accidents, due to the danger of tripping over them, and also that the employees have to climb upon chairs or boxes in order to reach the jack stations, with the consequent danger of falling and getting hurt. A further complaint is that there are not enough jack stations in this section.

Action or Comment.

It is recognized that the situation described is objectionable. However, the accident hazards are slight except for extreme carelessness on the part of employees. We find that there are a sufficient number of jack stations in this section with which to handle the work, and the present layout seems to be as practical as can be devised con-

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sidering the demands of the job.

4.20

Working Space

207

Situation

This employee said that he does not think there is enough room allowed to the section, and that this crowded condition hinders production.

Action or Comments

This is the only complaint of this nature in the section, and a survey indicates that the working space provided is adequate. Since any congestion which may occasionally occur due to uneven flow of work is temporary, we do not believe that this complaint calls for further action.

4.22

Trucks make noise

96

Situation

This employee states that the trucks going through the main aisle create so much noise that he has difficulty in hearing his buzzer. He thinks that it would be a good idea if they put rubber tires on these trucks.

Action or Comments

We have investigated the condition described in the above situation and found that trucks passing through the main aisle do not create enough noise to seriously interfere with the buzzer tests. It is possible that this employee's buzzer was not properly adjusted, and since this is the only complaint of this nature in the section we believe that no further action is necessary.

4.22

Noise in locality

206

Situation

This employee states that the noise from the next section is very annoying and that they have to keep the door between closed to keep out this noise.

Action or Comments

This complaint is no doubt due to noise made by men from the service department while doing temporary work in the adjoining section, at the time this employee was interviewed. However, the condition described above no longer exists and we feel that no action is required.

Section No. 6562-2

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
4.26	Uneven supply	142

Situation

This employee complained that the bogey is hard to meet due to the fact that the work is slack and that work they are receiving contains new equipment to which they are not accustomed.

Action or Comments

For some time past there has been a sufficient supply of work in this section, and since no doubt the employee will in time become accustomed to the new equipment, we believe that no action is required in this case.

5.3	Transferred too frequently	all
4.23	Uninteresting	
5.5	Under graded	
5.7	Pay not comparable	
7.15	displaced	

Situation

This employee has not been in this department very long. He was transferred from the Inspection Branch to the Operating Branch along with the job, then back to the Inspection Branch. At the time he was transferred back to the Inspection Branch the employee asked to be placed on inspection work at which he had had several years experience and in which he was interested, and was told that he could not be used on this work.

The employee believes that there was some reason other than the one given for not letting him go back to this job. He believes that the supervisors did not act in accordance with the company's policies, and the employee states that if he were called in on this he could explain his side of the story in more detail.

The employee said that he is not satisfied with his present job and is not satisfied with the pay. He feels that his experience entitles him to a higher rate. He states that he is not interested in the work that he is doing but is doing the best he can at it and that he is working hard in hopes that someone will recognize his merits and give him a chance on work in which he is interested.

Action or Comments

We feel that no specific recommendation can be made in this case without the knowledge of all the facts bearing on the case.

Section 6662-2

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
5.6	Bogey not set fairly	143

Situation

This employee states that he likes the job and likes the bogey. He said that the bogey system is a good thing—it results in every man being treated alike.

Action or Comments

The listing of this complaint is apparently due to incorrect analysis of the interview.

5.6	Bogey not fairly set	97
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Situation

This employee states that the bogey is not set properly. He says that the efficiency of the inspectors drops when the work is running bad and that it varies depending on the amount of equipment on the board. He says that they really work harder on jobs that are running bad than they do when they are running good, but make a much lower efficiency.

Action or Comments

It is recognized that the situation described above exists on many bogey jobs. The result is continual rivalry in attempting to secure the easier jobs, and a chance for partiality on the part of the supervisor assigning the work. Since this section is now being studied on the bogey rationalization program, the conditions complained of will be rectified in the near future.

5.6	Bogey not set fairly	146-377-145-209
4.24	Transferred too frequently	146-146
5.7	Pay not comparable with others	145

Situation

Four employees complained that the bogey system is unfair to men who are capable of doing several kinds of work, and for this reason are shifted from one job to another job in this section. Due to these frequent changes it is not possible for them to make as high an efficiency as that of other men who are allowed to work steadily on one job. And since the men who work steadily on one job make a high efficiency they are given an increase in pay, while those doing miscellaneous work and whose efficiency is therefore low do not get an increase.

Section 6662-2

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Action or Comments

In discussing similar complaints in the past we have recommended that the men who work steadily on miscellaneous work be given special consideration at rate revision periods.

5.6

Bogey not fairly set

64

Situation

This employee thinks that the bogey is unfair to him as he has a high hourly rate and is obliged to make an abnormally high efficiency to earn his rate.

Action or Comments

Possibly this employee should be transferred to higher graded work. However, since the bogey is as fair to one employee as it is to another we feel that no specific recommendation can be made in this case without the knowledge of all the facts bearing on the case.

5.7

Pay not comparable with others

200

This employee states that he has been on the job a long time and would like to get more money.

We are informed that this employee's present efficiency is 99%, and his rate of pay is \$.78 an hour.

Action or Comments

Since the average efficiency for this section is 105 percent, and the average rate of pay is \$.77 an hour, we feel that no action is necessary in this case.

5.7

Under rated

44

Situation

This employee said that he thinks the men are not receiving the full amount which the bogey permits. He also thinks that the employees should be informed on their bogey system, how their efficiency is figured, and told how much time they are allowed on a job.

Action or Comments

As the bogies have been set up in a majority of sections, the amount

Section 6062-2

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Nature of Complaint

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of effort necessary to attain a given percentage of efficiency varies with the job. Since the various bogies are not comparable, and some are loosely set, it has been the practice in many sections not to inform the employee what the bogey is. Under such conditions it has naturally not been practical in all cases to pay a pre-determined rate for a given percentage of efficiency.

Although it is universally agreed that employees should normally have full knowledge of piece rates, or bogies, and the method of figuring total wage, some aspects of the bogey situation leave a doubt as to the least undesirable alternative. A bogey rationalization study is now being made in this section, which should remedy the condition complained of. It is the policy to publish all rationalized bogies.

7.1

Transportation

377

Situation

This employee states that the transportation could be better. However, it is unreasonable to ask much better service considering that there are so many people let out at one time.

Action or Comments

This employee apparently did not take his own complaint very seriously. However, since the transportation problem is one to which individual employees must adjust themselves, no action can be taken in this case.

7.11

Employee records

377

Situation

This employee said, "I never saw my personnel card, but I did see a fellow employee's card and it is a disgrace to think that a fellow with his education and ability should have such a record, which I know is untrue, due to the fact that I worked along with him for three and one half years."

Action or Comments

Employee personnel records are now being transcribed to new cards on which no personnel ratings or remarks will be entered.

Section 6662-2

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
7.11	Employees' records	209

Situation

This employee complained of a note on his personnel record which reads, "I do not think this man will ever make a supervisor." The employee believes that due to the fact that a man may change in time, such a note should never be entered on a man's record even if it is true at the time.

The employee believes that it is true that he was not capable of doing supervisory work at the time this note was entered on his record. However, he believes that he has changed, and is now capable of doing supervisory work, but this note gives him a "black eye" from which he can never get away, and will prevent him from getting ahead.

Action or Comments.

In view of the fact that a man may change, we agree with the employee that a note on a man's personnel record card to the effect that the man will never be capable of doing supervisory work is at least a potential source of injustice, and that such a note should never be entered. However, employees records are now being transcribed to new cards, on which no personnel ratings, or remarks, will be entered.

7.12	Black book	44
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Situation

One of the things that worries this employee, is the system of recording interviews in the so called black book. He believes that this is a permanent record of an employee's mistakes and that an employee can never outlive this record. He believes that as one supervisor enters something in this book, it is the opinion of all the succeeding supervisors who may see this book.

Action or Comments

The system of recording interviews in the so called black book has been discontinued in the Inspection Branch. However, those records will be kept on file in the Inspection Personnel Division as confidential information regarding employees.

Interviews are now recorded on forms obtained from the Personnel Division, these forms to be filed in a red press board binder. The employees will be interviewed at least five times during the first five years of employment, and employees if they so desire shall be permitted to review the record of their interview, so that mutual confidence may be established

Section 6662-2

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between employee and interviewer, and also that either can correct any mistakes that may have been recorded because of misinterpretation.

7.7

Lack of future

146

Situation

This employee states that the work he is now doing has no future to it. The employee has been with the company over fifteen years and was a supervisor a good many years. He says that when he received his ten year certificate, the superintendent informed him that he was doing fine, according to the information passed along by his immediate supervisor. However, soon afterward he was taken off supervision.

Action or Comment

This employee has since received his fifteen year button at which time he had the opportunity to voice any complaint he felt justified in making.

7.7

Lack of future

97

Situation

This employee states that he likes his job because it is interesting, but it does not seem that there is any future to it.

We have been informed that this man has nine years service with the company. He has been on the same job seven years, three years on the same grade number.

Action or Comments

Not knowing what this man's capabilities are, it is not possible to make a specific recommendation in this case.

UNIVERSITY OF WISCONSIN - MILWAUKEE

62-5

August 20, 1952

[REDACTED] - 6020

Subject: - Employees' interviews.

To have investigated the complaints made in the course of the employee interview program in Panel Bial Unit Section 6042-5. The results of this investigation are covered in the attached report.

Our knowledge of the "Situation" was derived chiefly from the records of the employee interviews made several months ago with a few additional facts furnished on request by Industrial Research Division 6086.

[REDACTED] - 6022.

FO-605-201

Copy to:

[REDACTED] - 6025
[REDACTED] - 6022

DESCRIPTIVE INFORMATION
FOR SECTION 6662-5

Panel Dial Unit Section 6662-5 was recently moved from building 48-4 and is now located principally in building 23-4 with a portion temporarily in building 47-4. The portion located in building 47-4 will soon be moved to building 51-4.

There are forty-six employees in this section, all being male.

The work is handled on a bogey basis, the average efficiency for the section being 102%. The average rate of pay is \$3.79 an hour.

The work inspected in this section until recently consisted entirely of panel dial units. However, line relay frames are now handled, the job being recently transferred to this section from section 6662-1. After line relay units are inspected they are immediately mounted in line relay frames, which are handled in a horizontal position. Line relay units were formerly inspected and tested in this section and then sent to section 6662-1 where they were mounted in frames set up in a vertical position.

Practically all types of panel dial units are handled in this section. The principal types are, sender, decoder, subscriber sender, "A" position and positional, local sender, interrupter, multiple bank, sender selector, and "B" sender units.

August 20, 1929.

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Nature of Complaint

Interview No.

4.14

Class or work

185

Situation

This employee who has been with the company about five weeks, said that he is not satisfied with the job. He has two years of college work on an engineering course and would like to be transferred to a department where he could work about a year on some work related to his school work and then get a leave of absence to finish college. After he has done this he would like to get back in the engineering department.

Action or Comments.

It is not possible to make a specific recommendation in a case such as this, without the knowledge of all the facts bearing on the case. However, from the facts related, it seems that possibly the Company could use this employee's services to better advantage elsewhere.

4.14

Class or work

13

Situation

This employee said that sometime before the last revision period he was changed from work at which he had become proficient, to work he was not familiar with, and this caused his efficiency to take a big drop. The employee believes that he is disliked by his supervisors and that the change was made by them intentionally so as to justify their not giving him an increase.

Action or Comments

It is not possible to make a specific recommendation in a case such as this, without the knowledge of all the facts bearing on the case. However, it would seem to be to the interest of all concerned to transfer this employee to another section.

4.14

Class of work

87

Situation

This inspector states that he has had six years of drafting training and when he started to work here he had no idea as to what inspection work was. The Employment Division gave him his choice between drafting and inspection work, and he chose inspection because he believed that drafting would be hard on his eyes. However, he finds that the inspection

Section 6662-5

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Nature of Complaint

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work he is now doing is harder on his eyes than drafting. This man has been with the company about two months.

Action or Comments

From the facts given in the interview it seems that the Employment Division did not adequately inform this man of the nature of the work for which he was employed, and since he refused drafting work for which he had had years of training because it was hard on his eyes, it could have logically been anticipated that he would not be satisfied with inspection work at which he was inexperienced, and which in a large proportion of cases is equally as hard as drafting.

4.14

Class of work

185

Situation

This employee said that he does not like the work. He was trained as an electrician on both practical work and engineering. He says that the work does not require any knowledge of either. One of his objections to the job is that there is not enough work attached to it. This employee had two months service at the time of the interview.

Action or Comments

This man has been transferred to a higher grade job. His efficiency was formerly 110% but is much lower on the higher graded work.

4.16

Equipment

98-215

Situation

These employees complained of an insufficient number of jack stations in this inspection section.

Action or Comments

These complaints were doubtless justified at the time they were made. However, this inspection section is now being moved from building 48-4 to building 37-4 where a sufficient number of jack stations are available.

4.17

Equipment

216

Situation

This employee said, "There are not enough trucks here, half of them are not in good condition and the wheels are not clean."

Section 6662-5

Interview

Code No.

Nature of Complaint

Interview No.

Action or Comments

The trucks referred to, are flat top trucks used only for moving sender units from one location to another, in inspection section 6662-5 and its associated operating department 6357.

The trucks are charged out to these departments and no regular routine for servicing these trucks is followed. However, on instructions from the operating department foreman the wheels of the trucks are cleaned and oiled when necessary by the operating department's stock keeper.

After frequent observation we have found that the wheels of the trucks are reasonably clean and that there are a sufficient number of these trucks available on which the work can be handled.

4.24

Transferred too frequently

102

Situation

This employee states that he has been placed on a lower grade of work several times during the past six months, and he believes that this has reduced his chances of getting a raise. He thinks this lower rated job has not been passed around evenly to the men in this section as he thinks it should have been.

Action or Comments

In discussing similar complaints in the past, we have suggested that such complaints could be avoided by designating two or three people in each inspection section to handle miscellaneous jobs. These inspectors to be designated in advance, and be given special consideration at revision periods.

4.30

Routine (changes tools)

215

Situation

This employee states that he loses time in going after tools used for his work. He believes that a man should be assigned to do this.

Action or Comments

Each relay inspector is furnished a set of tools and gauges which he is permitted to keep as long as he is on this work. When a gauge is worn out, damaged, or lost, it is necessary for the relay inspector to go to the central file to have it replaced. This takes approximately five to ten minutes of his time.

Section 6662-5

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Code No.

Nature of Complaint

Interview No.

In view of the fact that this happens infrequently, probably less than once a month, and very little time is lost in this way, we believe that no action is required in this case.

6.5

Under graded

212

Situation

This employer said that he has no dislikes regarding the job except that he would like a chance at higher grade work.

Action or Comments.

It is not possible to make a specific recommendation in a case such as this without the additional facts in the case.

6.5

Under graded

313

Situation

This employee said, "I have practically reached the limit of my pay and I feel that I ought to be placed on a higher rated job. Otherwise, my increases in pay will stop automatically. I like the work, it is interesting and I have received raises regularly. I believe I will receive an increase this time."

Action or Comments

Since present condition is satisfactory and since it is the policy when possible, to transfer employees to a higher graded work when they have reached the "limit" of pay for the grade of work they are doing, we believe that no action is necessary in this case. Also, the so-called limit has often been exceeded.

6.6

Pay not set fairly

101

Action or Comments

The listing of this complaint is doubtless due to an error in analyzing the interviews, since "pay not set fairly" is not mentioned in this interview.

7.7

Lack of advancement

315

Situation

This employee states, "There is nothing about the work that I

Section 8842-5

Interview

Code No.

Nature of Complaint

Interview No.

don't like, but it seems that there is not enough chance for advancement. I have been in this work about five years and I feel that I have not advanced much. It may be my fault, though. I told the boss that I would like to get a chance to go a step higher but there was no chance at the time, so it seems. I have gone to school at different times and have taken work home, studying up on the Circuits. I have a high school education and one year of college."

Action or Comments

It is not possible to make a specific recommendation in a case such as this, without the knowledge of all the facts bearing on the case.

62-6
October 28, 1929.

[REDACTED] - 6600:

Subject: Employee Interviews.

We have investigated the complaints made in the course of the employee interview program in Local Cable Section 9662-6. The results of this investigation are covered in the attached report. However, it was not possible to make recommendations or take action in all cases due to insufficient information. These facts are presented in the following tabulations:

Number of complaints analyzed	18
Number of complaints omitted due to insufficient information	5
Number of complaints covered in report	13

Our knowledge of the "Situation" was derived chiefly from the records of the employee interviews made several months ago. However, at our request, Industrial Research Division 6088 has supplied us with additional information.

[REDACTED] - 6603.

FG-605-2-AHS

Copy to:

[REDACTED] - 6005
[REDACTED] - 6088

Not sent out

DESCRIPTIVE INFORMATION

FOR SECTION 9662-6

Local Cable Section 9662-6 is now located at the Potomac Avenue Plant. This section was formerly Factory Cable Section 6662-3 and Local Cable Section 6662-6, formerly located in Buildings 25-3 and 46-4.

There are forty-two employees in this section, all male.

The work is handled on a bogey basis, the average efficiency for the section being 100%. The average rate of pay is \$.67 an hour.

The work handled in this section consists mainly of inspecting and testing factory cable, local cable, and switchboard wire. The major portion of the factory cable job formerly handled in this section has been moved to Kearny.

October 28, 1929.

Section 9662-6

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
5.7	Under-rated	155

Situation

This employee said, "One time when I was very discouraged because of my low rate of pay, I complained to my section chief and received a four cent increase at the next revision period. I guess it is about time to put in another complaint."

Action or Comments

We are informed that this employee has eleven years service with the company, and his present rate of pay is \$.75 an hour. Since the highest rated non-supervisor in this section is receiving \$.80 an hour, we feel that no action is necessary in this case.

5.6	Task and bogey not fairly set	318
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Situation

This employee said, "I think the bogey makes the work harder to get out, because some of the bogies are all right and some are not."

Action or Comments

The bogies in this section have now been rationalized and will become effective in the near future. Pending the outcome of a study that is now being made in this section by Division 6478, with a view to the introduction of group bonus plan.

7.3	Hawthorne evening school	355
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Situation

This employee states that he started an evening school course but quit because it was too dry. He said, "All we did was to read from books and folders the four or five times I went, and as I was not getting anything out of it I quit."

Action or Comments

This is the only unfavorable comment on the Hawthorne Evening School found so far in our analysis. However, there are doubtless some instructors who fail to hold the interest of their students.

Section 9662-6

Interview

Code No.

Nature of Complaint

Interview No.

The merits of this particular case are not known. We are informed that Mr. Powers 6968 has considered forming an educational methods class for instructors. It is believed that such a class will be formed next semester.

5.1

Task and bogey too high

351

Situation

This employee said, "The bogey in some respects is all night, but I feel it makes the employees work too hard. We must work harder and faster than the piece workers do, but for a far lower rate."

Action or Comments

Since the management has for some time recognized that complaints such as this have considerable justification, steps have been taken to adjust the situation. The minimum starting rate which was formerly \$.35 an hour for female, and \$.47 an hour for male employees, has been increased to \$.39 an hour for female, and \$.50 an hour for male employees. The maximum rate of pay for any given grade of work has also been increased proportionately.

5.4

Work not supplied promptly

155

Situation

This employee said, "when we were real busy I made a good efficiency, but now I haven't enough work and can't do so well."

Action or Comments

At this time the facts in the case at the time the interview was made cannot be determined. Whatever the former condition, there is now a sufficient supply of work in this section.

7.8

Lockers

353

Situation

This employee said, "Our lockers are very crowded. They are not large enough to accommodate two men. It is also mean to have to use a lock when you share it with another man, and it is hardly safe going without a lock."

Action or Comments

Since in a meeting of the Works Staff held on July 2, 1929,

Section 9662-6

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
	it was decided that each hourly rated employee should be furnished an individual locker, this situation will doubtless be rectified in due time.	
7.8	Lockers	215

Situation

This employee said, "the lockers we are required to use surely are no good. The hooks are not long enough and our clothes usually fall off."

Action or Comments

We find that the hooks in these lockers are long enough to hold the usual amount of clothes without danger of the clothes falling off. Since the lockers used in this section are the standard type of lockers used throughout the shop, and this is the only complaint of this nature, we feel that no further action is necessary.

5.1	Task and bogey high	352
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Situation

This employee said, "the bogey has killed the job for a man working at average speed. I think it is also making the men careless in respect to quality."

Action or Comments

A complaint of this nature is rare. Since average earnings have been greatly increased by means of the task and bogey system, the individual who worked on bogey and did not share in this increase has only himself to blame. The quality accuracy reports for this section show the quality of work turned out to be unusually high.

7.7	Lack of advancement	40
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Situation

This employee said that his present job is fine, but offered very little chance for advancement that he could see.

Action or Comments

It is the policy of the present supervisors in this section to transfer employees who are qualified, to higher graded jobs in the department.

Section 9662-6

<u>Interview Code No.</u>	<u>Nature of Complaint</u>	<u>Interview No.</u>
7.7	Lack of advancement	351
5.7	Under-rated	

Situation

This employee said, "I am dissatisfied with my advancement. During the six years I have been here I have seen many others with less service step into better jobs. I will admit in some cases it was due to ability, but in the majority it was merely a case of drag with the supervisor.

Some of the fellows here get four to six cents an hour more than I, and the only reason they get it is because of a personal feeling on the part of the supervisor."

Action or Comments

This employee has been transferred out of the Inspection Branch.

5.6	Task and bogey not fairly set	216
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Situation

This employee said, "the bogies here are adjusted frequently and it is impossible to make much over 100 per cent. I like the bogey fine because my efficiency is always one of the highest in the section."

Action or Comments

Since the employee's efficiency is one of the highest in the section and he expresses himself as well pleased with the bogey, we feel that the statements made cannot well be construed as complaints. Inequalities have been adjusted, and there will be no further changes.

5.2	Unfair distribution of work	165
5.7	Under-rated	
7.7	Lack of advancement	

Situation

This employee states that he had only one grievance during his eight years of service and that was because he was not given an increase in pay during two years. He said, "I have never been given

Section 9662-6

Interview

Code No.

Nature of Complaint

Interview No.

any explanation as to why, when I asked I was told the job did not pay more. I formed my own opinion then that it was because the job I was doing was day work."

Action or Comments

There are naturally some day work jobs in every section. Present conditions appear to be satisfactory. Reason for not receiving increases in the past can not be determined.

7.6

Employment practice

352

Situation

This employee said, "I worked in this same section about ten months ago. At that time due to a reduction in force I was laid off. The Employment Dept. said they would notify me in case they could use me again. However, after being out of work for a long period of time, I decided to come back and see if I could be placed, and got the job.

Action or Comments

In discussing similar complaints in the past, we have recommended that a careful survey should be made of the system and practices of the Employment Division, with a view to giving the employee a fair decision with respect to employment.