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SUBSTANCE ANALYSIS OF COMMENTS ON SUPERVISION  
TAKEN FROM OPERATING BRANCH (1929)  
EMPLOYEE INTERVIEWS

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the persons involved by substituting the names made, or  
code symbols for real names.

SUBSTANCE ANALYSIS OF COMMENTS ON SUPERVISION  
TAKEN FROM OPERATING BRANCH (1929)  
EMPLOYEE INTERVIEWS

All comments regarding supervisors or reactions to supervision have been classified to this subject.

Interviews Analyzed	10300	Men	6800	Women	3500
Total Comments	4662	Men	2956	Women	1706
Total Favorable Comments	1868	Men	1116	Women	752
Total Unfavorable Comments	2737	Men	1806	Women	931
Total Miscellaneous Comments	57	Men	34	Women	23

The comments have been separated into the following groups:

A - (A + Favorable Comments.  
A - (A - Unfavorable Comments.

B - Miscellaneous Comments

The miscellaneous comments are not classified as favorable or unfavorable.

MM

A - FAVORABLE AND UNFAVORABLE COMMENTS

	<u>FAVORABLE COMMENTS</u>	<u>MEN</u>	<u>WOMEN</u>
1. Bosses are human, reasonable, fair.	921	613	
2. Bosses are pleasant and sociable.	47	29	
3. Bosses cooperate with employees about the job.	81	35	
4. Bosses encourage and give employees credit for suggestion.	6	0	
5. Employees remain with Company because super- vision is good.	11	2	
6. Bosses help new employees.	16	17	
7. Bosses know how to give orders.	53	25	
8. Bosses do not hold a grudge.	5	8	
9. Bosses will fight for employees' rights.	8	0	
10. Bosses take an interest in the welfare of the employees.	9	4	
11. Bosses are good, nice, etc.	18	19	

UNFAVORABLE COMMENTS

1. Bosses are partial.	322	255
2. Bosses are unreasonable, hardboiled, drivers.	384	173
3. Bosses do not know how to give orders.	12	6
4. Bosses are too personal.	1	23
5. Bosses are too impatient, changeable, crabby.	58	50
6. Bosses do not treat employees as humans.	21	12
7. Bosses pass the buck.	61	9
8. Bosses are narrow, sneaky, lack personality.	103	67
9. Bosses fail to keep promises.	39	8
10. Bosses change employees around to keep pay down.	7	5
11. Bosses do not give employees statements or personal affairs any consideration.	58	27
12. Bosses are unreasonable about the Bogey.	17	8
13. Bosses set a bad example.	15	7
14. Discipline is too strict.	29	16
15. Discipline is too lax.	10	10
16. Bosses do not encourage suggestions.	23	1
17. Bosses take credit for suggestions.	23	0
18. Bosses do not give employees proper instruction.	44	35
19. Bosses give breaks to old employees or vice versa.	20	5
20. Bosses not competent to handle job.	63	10

	<u>MEN</u>	<u>WOMEN</u>
21. Bosses have unmoral relations with some employees.	0	21
22. Employees are afraid to report accidents to bosses.	22	10
23. Reasons which cause employees to quit.	89	29
24. Bosses 'highhat' employees.	16	10
25. Bosses do not cooperate with employee about job.	71	56
26. No cooperation between bosses.	34	0
27. Bosses do not give requests for transfer any consideration.	39	4
28. Employees not allowed to wash hands during working hours.	13	33
29. Bosses allow too many government jobs.	10	0
30. Bosses are unfair about pay.	42	8
31. Bosses hold a grudge.	12	2
32. Bosses are afraid of their jobs.	3	0
33. Bosses make no effort to get fair rates on jobs.	13	
34. Bosses use poor supervisory methods.	48	16
35. Bosses use Personnel to get by with unfair tactics.	5	0
36. Bosses take employees off job without giving any reason.	10	4
37. Bosses hold employees back because they are good on the job.	21	1
38. Bosses always ready to criticize poor work, but never recognize good work.	5	0
39. Bosses do not take any interest in employees.	3	5
40. Bosses do not explain Company's stock, thrift and welfare plans to employees.	3	1
41. Employees are forced to work overtime.	11	4
42. Bosses do not try to advance their own men.	10	2
43. Bosses assign employees to a job without considering their qualifications.	2	5
44. Bosses do not work, cutting the earnings of the gang.	4	0
45. Bosses are changed before they get a chance to know the employees.	2	1
46. There are too many bosses on the job.	3	0
47. Employees get in bad if they argue with the boss.	3	1
48. Employees are changed so often, can't make rate.	1	2

MM

B - MISCELLANEOUS COMMENTS

	<u>MEN</u>	<u>WOMEN</u>
1. Employees receive no credit for suggestions.	4	0
2. Company should have a plan to give employees credit for all suggestions.	2	0
3. Should have a woman instructor for women.		3
4. Like men instructors better than women.		1
5. No cooperation between night and day gangs.	8	4
6. Bosses have too much work to do.	5	2
7. Bosses job is not an easy one.	6	2
8. Don't like the way the washroom matrons act.	0	3
9. Some employees are unpleasant to work with.	0	5
10. Like to work nights, not so many bosses.	0	2
11. Supervisory Conferences don't seem to help any.	2	1
12. Company should have some definite qualifications by which they pick supervisors.	4	0
13. Company picks good supervisors.	1	0
14. It is natural for bosses to take more interest in one employee than they do in another.	1	0

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TYPICAL COMMENTS ON SUPERVISION  
FAVORABLE

- A + 1. "The supervisors have treated me very fair since I am here; I have never seen any partiality shown. As to the example they set I have never known any of the supervisors to do anything that they would not let us do. I have worked for a lot of different companies but never had bosses that were as good as the ones here."
- A + 2. "I want you to put down that my foreman, Mr. X, is one of the best bosses that can be had in the Western today. He is what I call a real fellow. You will never see another fellow like him. He gets out and bowls with the boys or plays ball with them and he doesn't think that he is too good to mingle with the boys. He is what I call a real honest-to-goodness foreman."
- A + 3. "Out Gang Boss is very nice and treats us nice. He shows me how to do all the different jobs and how to sharpen tools. By doing this, he is giving me a chance to learn a trade. Then he is pretty nice if we ask him questions about any of our work. After he has explained a job thoroughly if we don't get on to it the first time, he has lots of patience and shows and explains the whole job over again the second time."
- A + 4. "I think when we get to know our new Foreman better we are going to like him. He is putting the responsibility of the jobs right up to the supervisors where it belongs. It has always been easy to get the good paying jobs out but the Gang Boss would side-track jobs that had low piece work rates. This makes it hard for the output clerk as sometimes the jobs they don't want to run are the most important. Another thing, he is putting the safety of each section right up to the Gang Boss of that section. He calls weekly safety meetings and invites suggestions on safety. He gives the men credit for every suggestion they make, and he has the fellows working with him in that direction."
- A + 5. "The straw boss changes our jobs quite often because if one fellow gets paid a big salary and another a small one something looks funny. He changes them around and makes everything even up. I surely like the Company if they will only keep me I will work here all my life if I can."
- A + 6. "I think the supervisors are all right. I was green on the job when I first started here and did not know anything about it but my Gang Boss had lots of patience and stayed with me until now I can run the machine all right."

- A + 7. "Our Boss is a worker and keeps things running smoothly. The Foreman and Assistant Foreman and the head output man are all pretty good - they know how to go at it. They don't have to bulldoze the men to get things done."
- A + 8. "I admire my Gang Boss because he is a real man. When we have a little argument over our work he soon forgets about it and comes along the next day and slaps you on the back and asks you how you are getting along and shows you that he has forgotten the argument of the day before. He is a pretty friendly fellow and sociable."
- A + 9. "Our Gang Boss is a likable fellow and he fights for us all he can. He tries to get us decent rates and does all he can to help us make percentage and to like our jobs and keep us happy and contented but I know that he cannot do everything because when the bosses higher up say, 'No!' it means no, no matter what our Gang Boss has to say."
- A + 10. "I think liking a job depends a great deal on the Gang Boss. If a fellow has an understanding Gang Boss, one who takes an interest in the job himself, but with one who is grouchy and who doesn't care, the job is bound to become monotonous. I can truthfully say that the supervisors, every one of them are real men over here. I get along fine with each and every one of them."
- A + 11. "The Bosses down here are fine. I can't complain about any of them. In fact, they seem as good as they could possibly be."

A - UNFAVORABLE COMMENTS

- A - 1. "If he takes to a girl and he likes her, she gets wonderful treatment and the best of everything all the time."
- A - 2. "We can never get out enough work to satisfy our Foreman and the Assistant Foreman. When we have ninety per cent efficiency they want one hundred per cent; when we reach one hundred per cent, they want one hundred ten. There does not seem to be any limit. When they find out a certain amount can be made by some of the fastest operators they will keep riding the rest of us for that amount. Whenever anyone talks to them about a raise the first thing they tell him is that his output efficiency is low."

- A - 3. "Sometimes when the foreman wants some work out he will pound his fist and say, 'Now, I want it done like this and I want it done right away,' whether it is the right way or not."
- A - 4. "There is one thing I don't like and that is the personal questions the Gang Bosses ask the young girls in here. They seem to take advantage of their years and ask the most personal questions. Naturally, he being a boss, a young girl will tell him and then the bosses joke about it amongst themselves."
- A - 5. "They would get excited and fly off the handle at everything we did. I don't think that pays."
- A - 6. "These bosses don't rate very well with me. The foreman reminds me of some beast. He isn't human. When you ask him anything, he grunts like a pig and another thing - he won't let you prove your point, but the Assistant Foreman is fine. He is entirely different. He takes an interest in the fellows and I like him fine."
- A - 7. "On my work I meet many supervisors whose manner of approach is very bad. As soon as I ask them about a certain piece part they throw their hands up and start passing the buck. The first thing that they say, 'Well, if you are not satisfied, see my boss.' I think that is a poor way of getting out of it. It is the supervisor's job and they should be able to give a man a civil answer without losing their heads. If they don't like your looks they will say, 'Oh, get to ---- out of here.' Just this morning I went over there and asked one fellow about a job. When I looked at the ticket the Gang Boss had made out I noticed it was routed wrong. I told him in a nice way that I thought the ticket was made out wrong. Right away he got sore. He said, 'Come back in an hour. Maybe you will get the job and maybe you won't, it's just according to the way I feel about it.' The job was completed while I was talking to him, because I saw it sitting there, but just to show his authority he was going to make me wait another hour."
- A - 8. "I am not satisfied with the treatment I receive from the Assistant Foreman. He is too much of a snooper; always trying to pry into your personal affairs and always anxious to know how you are fixed financially and it seems that he wants to find out if you are in the hole and then he can use this as a club over you to keep you down."
- A - 9. "A new job came into our department and the Foreman said he would put me on it. When we got the new job he did not keep his word as I never got a chance to work on it."



- A - 10. "I had an argument recently with the gang boss. I was working on a big job and before I had completed it he took me off and gave me a job on which I couldn't make my day rate. The man that he put on my job didn't know how to run the work and when he kicked because he couldn't make any money the gang boss took him off of the job and put me back. I don't think it is right to take a man off in the middle of the job just because he is making good money."
- A - 11. "Some time ago the boss wanted me to work overtime when my wife was very sick. We were very busy at that time, and I tried to get out of working overtime for a few weeks. He absolutely refused to let me off."
- A - 12. "In this department they aren't quite fair about the bogey and it is too high. They are never satisfied with the amount of work you do. They always want more and when we run into trouble with our machines or material they won't give us any allowance for that and expect the same amount as though everything was running smoothly."
- A - 13. "My Gang Boss spits on the floor, but he tells the men to cut it out if he sees them doing it."
- A - 14. "I would be afraid to ask my boss to get off on Sundays because they don't have any use for you if you don't work on Sunday. There was one fellow here that was told to work on Sunday. Well, he asked to get off as he had something important to take care of and the Foreman told him that he couldn't be off. Well, he didn't show up on Sunday, anyhow. When he came in Monday he was laid off for a week and now they gave him a permanent layoff."
- A - 15. "Some of the gang like to lay down on the job and the boss does not keep a close watch on them."
- A - 16. "We used to have a Gang Boss that was opposed to all improvements. I had an improved method on my machine and he would not let me use it but I finally went to the Foreman and explained it to him and he said to go ahead; this saved time, increased output and gave us a better quality of work."
- A - 17. "I believe it would be a good move to give compensation for suggestions. Sometimes the operator can suggest improvements that the designer of the machine did not know or guess. As it is now, the suggestions go through the boss and that keeps the men from offering any more. The boss gets all the credit."

- A - 18. "Some of the supervisors that we have are very poor instructors; they will never show a man where he makes a mistake. They will bawl a man out and when they get through the man doesn't know any more about the job than he did before. If they would show the man how and where he made the mistake and what it means they would do better, but they don't do it."
- A - 19. "It seems to me they give the new man the preference of the best jobs. A new man is guaranteed his day rate so if he can't make it he gets it anyway at the Company's expense. That is why he gets the best jobs while the old men get what is left. Then, again, there are some fellows they give good jobs to all the time. We had a new fellow in here and the first thing we saw him shaking hands with the Gang Boss. He couldn't even sharpen a drill, but just the same he is getting a lot of attention and gets all the good jobs. There are a lot of good jobs and there are a lot of bum ones."
- A - 20. "My Gang Boss doesn't know his job. He fools around more than anyone in the department and he never sticks up for the gang. Just the other day one of the girls from another section took a chair from us. We told him about it and he said, 'Oh, let her have it. Go take one from somebody else.' He really is no Gang Boss. Everyone knows he hasn't the qualifications of a Gang Boss. He never orders out any stock or tools for us but goes around and takes them from other fellows in other sections. Our Section Chief is all right up here but when he was downstairs he was a devil. Anything we did was wrong. If we run a sliver in our hand, why, when we would come back from the hospital he would be sure to meet you and give you a bawling out for it. One time one of the trucks started to tip over. I grabbed it and he bawled me out and he wanted to know why I did it. If I ask for help on a truck he will say, 'Oh, what's the matter with you, that truck isn't big.' Our Gang Boss gets off Saturday afternoon to umpire a baseball game but we have to work."
- A - 21. "I know the girls who get along in here are the ones who listen and converse with these men and allow them to say anything they want to. I have heard these conversations and know what they are."
- A - 22. "The only complaint that I can make about the bosses is that you get bawled out if you have an accident. I have had a few accidents since I came in here and was badly bawled out for one of them but I don't think I should have been. In fact, I don't think a man should be bawled out for any accident as no one will try and have accidents but he will try and avoid them."

"Another thing, if an operator is bawled out for an accident he will not report the next one and go to the hospital while if he is not bawled out he is only too glad to go and get first aid. The time I got bawled out I had cut my thumb not very bad. I could have covered it up easy enough and no one would have known anything about it, but I knew that it was Company rules to report all accidents so I reported it and went over to the hospital. When I came back I was bawled out for being careless."

- A - 23. "The reason I quit last time was over an argument. I was a Gang Boss at the time. Well, they brought a fellow over from the other side and they put him on my job. They said they were going to show me up. Well, sir, in the end they couldn't show me up so they wanted to put me back on my old job again, but I refused to go, but they insisted on me taking it so I quit without saying anything to anybody. I even had them send me my money."
- A - 24. "There is one Gang Boss, no matter how hard you work he will come in and bawl you out; seems to think that now that he is a Gang Boss that he is superintendent or something like that. In fact, I don't believe any of the Superintendents strut the way that he does. When he passes us on the outside he holds his head so high that he cannot see us."
- A - 25. "I told the Section Chief about that shortage right along, and mentioned that I might as well quit if I couldn't get full pay. He said that he couldn't do anything and to go ahead and quit for all he cared. My Gang Boss won't give me day work for the time my machine is broken down if I have been making out on the job. He doesn't cooperate with us to help us make out either. For instance, he will make us use the wrong kind of tool which slows us down."
- A - 26. "I am kind of mixed up in this department now because I seem to have two Gang Bosses. We had a regular Gang Boss here on the job and all of a sudden the other day this other fellow came over and started giving us orders. Our Gang Boss tells us to do one thing and this other fellow tells us to do something else. Most of the time I don't know what to do. I don't like to start an argument with either one of them, but I would like to find out whose orders I should follow."
- A - 27. "The only thing is I think he could help me if he wanted to. I have asked them several times. All they do is say, 'Well, we'll see what we can do for you.'"
- A - 28. "Here they are so strict. They tell us if we don't stop washing our hands before quitting time we will get laid off for two weeks."

- A - 29. "There is another thing that is eating up the percentage, that is, the big amount of government jobs that are being done here. When an eighty-four cent an hour man has to be kept on a personal job for the boss all week you can see for yourself that it certainly eats a hole in our percentage and when the men see the amount of government jobs that go out of here every week they get disgusted and no one seems to care to work after that and you can hardly blame them. Then I believe the gang piece work system is only a fake. They give us thirty per cent every week but I don't really know the way things are going now if we earn it or not. I actually believe that if they stop doing all government jobs that our percentage would automatically go up at least ten or fifteen per cent."
- A - 30. "I always thought by doing my work and keeping out of mischief, it would merit me a raise, but since I worked in this department I changed my mind. The men that do the most talking and least work get the raises. It depends on how much you hang around the boss or how much of a drag you have with him just what kind of a raise you get."
- A - 31. "Some of the bosses around here are all right and some of them are not. Some time ago I was working for a Gang Boss and we got into an argument and he took me up to the old man and when he found out that I was right he took me back and put me on all the dirty and hard jobs in the place and the harder and the dirtier they were the more I worked on them. I was put trucking about every other day and he was never through riding me. This man never forgot his grudge against me and he held it for a long time."
- A - 32. "The Gang Boss is all right but he's afraid to talk up to the other boss. He is a good worker. He helps me lift whenever he has time. I asked him to get a man if he couldn't stay here and help me all the time. He said, 'I wouldn't last on this job very long if I kicked for help,' but when I asked my old Foreman to get a man he had one over there right away."
- A - 33. "The way they do things here is to dock a man the three cents he went in the hole on the next piece work job. I told the Gang Boss that I thought it was pretty low when they dock a man three cents and he said, 'Well, I have told the Foreman about it and I told him that the rates are bad but he doesn't seem to care much about it and I told him that I am not going to fight with him about rates any more. If the Foreman doesn't care about it I don't, so now you see if the Gang Boss and Foreman take that attitude towards rates what chance we have of getting any better rates.'"

- A - 34. "They have a funny system here and I don't think it helps the percentage any. There have been a number of men appointed to watch the other fellows. If they see anyone fooling around or not working as hard as they should, they either tell the man about it or tell the boss. I don't know how they class these fellows. I know they don't have as much authority as the Gang Boss and some of them are afraid to say anything to a man who is not doing his job. I don't see how these fellows can turn out their work and at the same time watch to see what the other fellows are doing. Probably this is the Department Chief's idea but I don't think it is going to work out very well."
- A - 35. "After I had been with the Western three years I was laid off by a certain Foreman. Up until the time I was laid off I still owed the Company a few dollars on a loan which I had made. When I was informed I was going to be laid off I went to the Personnel, but this Foreman had beat me there. I asked the man in the Personnel to let me work until I had finished paying the debt. He asked me if I was trying to tell him how to run things. I told him no, that I was only asking him to do me a favor. My Foreman was the man who put him up to do what he did, because just as I came into the Personnel my Foreman was leaving. When I received my final pay there was a balance of only a few dollars as they had deducted what I owed them. This money had to tide me over until I found a new job. After I had been away several months I was told to come back to work. This Foreman had been on his vacation when I was recalled so we both came to work the same day. I was at my machine working when I noticed him coming down the aisle. I didn't look up but just kept on working. He came up to me and said, 'Well, X, you had better cut out the fooling this time; I am letting you know from the start. You know why you were laid off! I told him I didn't know and that it was still a mystery to me. At the time I was laid off my record was just as good as any of the operators. It wasn't slack either, because they had hired men almost up until the time he let me go. While that Foreman was in this department things were miserable for the most of us."
- A - 36. "There was no complaint made to me about my work. Then all of a sudden they changed me over to my present gang. I didn't want that at all but I had to take it. They didn't ask me if I wanted to go out there. They just put me out there without explaining anything. The way I understand it they generally ask a person if they would like to try another job then they think of putting them on it."
- A - 37. "There is another thing these Foreman do. Once they get a man that is anyway good, they want to hold on to him and won't let him go. I think they ought to let him go some place where he can get a better job because there is no chance of getting anything better here. They keep one man on the job so that they don't get in a hole themselves."

- A - 38. "I can't keep up the same speed day in and day out. If I turn out a little more work one day, they do not say anything about it, but if I fall behind the least little bit, the boss will say to me, 'For --- sake! What the ---- is the matter with you that you can't turn out the work? If you don't do better, I will send you up to see the old man.'"
- A - 39. "As for the Department Chief, I really think he could take more interest in his help. I think when an employee has worked in the department a number of years, and I hadn't received a raise, he should look into that and find out the reason why, but he seems to take everything for granted that the gang bosses tell him."
- A - 40. "When a man has been working here six months the supervisor should tell him all about their savings plans. They should tell him all about A. T. & T. stock especially. If I had someone to tell me that when I first started here, I would have had mine paid up already. The supervisor mentioned it but he didn't seem to know what it was all about. Of course, I was undecided about buying it. Some of the fellows would tell me not to buy it because it was no good and others would say that it was a very good thing. Some of them would say that I may work here only a few months and I would lose my money if I bought it. I didn't know that they would give you back what you had paid in if you decided to quit. The supervisors should learn a little bit more about it and explain it thoroughly to their employees."
- A - 41. "Most everyone is under the impression that if he refuses to work overtime too often it will go against his record and that as soon as a slack period comes along those are the first on the list to go."
- A - 42. "For the past five years I have been doing a gang boss's job and getting no credit or promotion for it. I set up the job, distribute the work, etc., and the others get the credit for it. When someone comes down to find out something about a job, the bosses always refer them to me. I worked on my regular job during part of my lunch hour to make up for the money I lost when I was doing what you might call charity work. Recently there were two promotions made of operators to gang bosses. Both of these men have less service than I. I told the foreman I expected to get a break pretty quick, but as yet I am still classed as an operator."
- A - 43. "I have learned in my experience that some people are good on certain jobs and lemons on other jobs. That is one thing that is lacking here; the supervisors do not try to place a man on a job that is suitable."

- A - 44. "There are too many bosses on the job that don't produce anything. They have a lot of Gang Bosses that run around and do nothing and that eats up our percentage."
- A - 45. "It seems as though the Company officials keep their Foreman in departments until there is danger of them getting too well acquainted with the employees then they transfer them out to other departments where they are strangers to everyone. I know of many operators that were getting at the place where the Foreman began to realize how efficient they were when a transfer came through for the Foreman and their chances for advancement were shot."
- A - 46. "We are crowded pretty bad for space but I suppose that can't be helped much. I am about the only one in the department who has so many Gang Bosses. I have three different jobs to take care of and each of the Gang Bosses wants to get in his gang all the time, and that is impossible; but I am the one that gets all the h--- from each of these Gang Bosses. I don't see why they don't let me work for one man and then I would feel better and I could try and make my output."
- A - 47. "No matter how much you argue with these bosses they always get their way whether it is right or wrong and the sooner you learn that they are the boss, the better off you are going to be."
- A - 48. "I like my work. My present Gang Boss permitted me to stay on one job until I have learned it. In this way I can gain my speed, but with the other Gang Bosses, they worked entirely different. They kept changing me around sometimes every half and three-quarters of an hour a day. What can I make in such short time when I have not learned the job? The outcome is I don't make anything on any of them. . ."

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B - MISCELLANEOUS COMMENTS

- B1. "I like to create ideas and do things, but what gets me is that you don't get any recognition for those things out there at all. Some time ago I had a suggestion and I went to the Section Chief with it and told him about it. He said that he would see what could be done with it, but a month went by and I never heard a word from him. I still felt that I could save the Company some money and some time and improve the looks of the outfit, so I sent the suggestion on to New York. I got a card from them acknowledging it and I learned later, indirectly, that the suggestion had been adopted and was being put to use. I know now that that little operation or change is saving twenty minutes' time in the handling of one outfit, but I have never heard a word from any of my supervisors about it. I certainly think that it would help a whole lot if they would just come up and tell you that they heard that the suggestion or the suggestions had gone through and it was mighty fine, or something like that, because that really helps a whole lot. It isn't necessarily money that counts all the time."
- B2. "I would suggest that the Company form some plan by which the employees would get credit for any suggestions that he might make. The last place I worked for, the Company would give the employee two per cent of the savings over a period of two years on any change he might make."
- B3. "I would like to have a woman instructor in here. Where there are girls I think we should. Right now we deal directly with men and many things come up that a girl won't talk to a man about."
- B4. "I like a man for a Gang Boss better than I do a woman."
- B5. "The day men get a machine running in good order and the night men don't follow through. If a tool needs sharpening they leave it to the day men. Of course, that causes us to lose time getting these tools in shape the next day. I suppose the night men say the same thing about us. I know when a night man takes over my machine he gets it in good order."
- B5. "I started to work for the Company many years ago. Since then things have changed a great deal. The piece work rates have been lowered considerably since that time. We used to have four gangs in this department and each gang got what they earned. They had four Gang Bosses then. They have combined the four gangs and there is only one Gang Boss looking after the job. This Gang Boss has more work than he can handle. He has assigned a couple of men to help them. These helpers give out the work and sometimes we don't know who is boss around here."



- B6. "I have a complaint to make for the operator. When they come to work in the morning they find that several of them are out of a job. You see, the night men clean up the jobs and there are sometimes seven or eight men coming to the Gang Boss in the morning to get new jobs. The Gang Boss has all that work to do himself, and it takes quite a while to get them all lined up and jobs set up for them. Sometimes some of them lose one and a half to two hours. Of course they don't really lose it, as they are generally sent to sharpen drills or something like that, but they don't get paid for it. The Gang Boss could give them day work for the time lost, and he generally does if they lose too much time. The bosses over the Gang Bosses don't seem to want to give out much day work. I suppose they have the interests of the Company at heart, but it don't work out right. I know in another department they allow the operators to turn in day work for all the time it takes to set jobs, and nothing is ever said about it. Why should there be that difference between that department and this? I can't figure it out, unless it is because it's bigger jobs that do down there and it takes longer on an average to set up the job, so they are allowed day work for the time they lose."
- B6. "I think the gang is too big for one gang boss to handle. We have close to two hundred men. The Gang Boss cannot get around to every man the way he should."
- B7. "I know the boss has his hands full on the job over here. You know some fellows are never satisfied. They are keeping track of their time now, and I guess they are going to keep a better check on their job now. Of course some of the men out there are faster than others, and they will have to take that into consideration, too."
- B7. "The Gang Boss job is not all a bed of roses. I put one over on him last night and I have felt sorry ever since. We have been working quite a bit of overtime and I am getting tired of it. Last night he came around and told us to work. At five o'clock I put on my hat and coat and went home and did not say a word to anyone. This morning he came up to me and told me in a nice way that he did not like it. He didn't really bawl me out but he asked me how I would like it if I was a Gang Boss and had to get out a certain job by a certain time and all the men would put on their hats and coats and walk home on me. That made me feel worse than if he had jumped all over me."

- B7. "I realize that being a boss is one of the hardest jobs any fellow could possibly have, and there is always somebody who is not satisfied. The bosses are only human after all, and make mistakes the same as any one of us, but I guess the operators expect them to be infallible. Then there are some fellows who could never be satisfied, regardless of what was done for them. Even the good Lord himself would fall down if he tried to give them a square deal."
- B7. "I do not blame my Gang Boss. He cannot be all over the department at one time. It makes him grouchy. That is most natural, because it seems as though the Section Head and the Foreman depend upon him. He has an assistant, but he is not very much help to him. It makes it so hard for him, because the girls say very unpleasant things to him, and then he gets sore. Of course, it ends in an argument. Then we are all upset again. He gets so provoked, and then we have to wait. I really feel that our Gang Boss is trying to do what is right. It makes it unpleasant all the way around when these conditions exist."
- B8. "I don't think the matron in the washroom should holler at us the way she does. On warm days we get so warm and perspired and when we wash our faces she hollers at us and tells us to wash our faces at home, that this is no place to do it."
- B8. "I don't like the time the matron does her cleaning in the washroom. We don't have a chance to wash, only during our noon hour, and that is the time she is cleaning the bowls and then we can't clean up. She doesn't like it when we come in there at that time because we interfere with her work but what are we going to do? That is the only time we can go in there. As soon as she sees us coming you should see the look on her face and she can't wait until we get out of there. It makes it quite disagreeable for us."
- B9. "When they put me on this job, I could turn out more than the others, but I tried never to turn out more than they did. When the bogey sheets were posted we were so excited, and I got 2% higher than any of the others. Two of the girls were so mad they stopped talking to me. I talked to the Gang Boss about it, and she said that I ought to work as fast as I could."
- B10. "When I was working nights, I even liked that better because on nights there are not so many Foreladies and Gang Bosses around to see us and then I don't get so nervous like I do sometimes on days. They are not so strict either on nights as they are in the day time. It seems like I can work better when I know that someone is not watching me. They do bother us once in a while, and I feel better with fewer of them around."

- B11. "I have noticed that the day this Gang Boss goes to the conference he is worse than ever. It seems to me that he has an idea that attending these conferences makes him more important. He takes the trouble to tell all of us he is going to a conference this afternoon. I don't see why he thinks that we care where he goes because we are much better off when he is out of here."
- B12. "I would think that it would be a good idea to have an impartial committee examine the supervisors for their fitness to fill the job. I think at least half of them would fail if they were given a thorough examination on their qualifications to fill a supervisor's job."
- B13. "This Company is pretty good at picking their bosses. They pick men with good educations and make bosses out of them. The bosses you have to watch are the foreigners with little education like myself. I am a foreigner."
- B14. "Some bosses will take more interest in one operator than they do in another. It doesn't necessarily mean that they favor a man but you know how it is, some bosses take an interest in a man because they like his manner, or he may have certain qualities in him that should be recognized."