

UNIVERSITY OF WISCONSIN - MILWAUKEE

SUBSTANCE ANALYSIS OF COMMENTS
FROM OPERATING BRANCH
EMPLOYEE INTERVIEWS TAKEN DURING 1929.

PART TWO

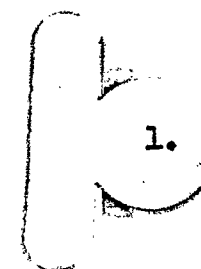
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DON'T DISCLOSE IDENTITIES

Do not disclose the identities of the
employees who have been interviewed.
Do not disclose the names of the
employees who have been interviewed.
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employees who have been interviewed.

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DON'T DISCLOSE IDENTITIES

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

ANALYZATION OF EMPLOYEE INTERVIEWS

The analyzing of employee interviews, as a means of segregating the values in employee expressions, has grown in a normal way through experience, trial, and experimentation. The major objective has been to draw from the comments whatever could be found of immediate significance and value for the use of management. In addition, some thought has been given to the study of ultimate values through the reduction of employee expressions to factors in human attitudes and behavior.

During 1929 approximately 12,500 employees were interviewed. Some 10,300 of these were in the Operating Branch and were employees with more than a year's service. This group of 10,300 Operating Branch interviews was selected for the first attempt at analyzation.

The analyses which have been made for them up to the present time embrace two phases of study.

- A. An analysis has been made to show what employees talked about, by separating their comments into a subject classification. This has been called a subject analysis, and at the present time has been made for all subjects covering the employees' industrial situation, with the exception of comments concerning supervision.
- B. An analysis has been made to show what employees say about the subjects they discuss. This is called a substance analysis. This analyzation has been made for practically all of the subjects into which the comments of employees have been classified.

A third phase of analysis is seen which seems to offer possibility of greater ultimate values. Methods for making this analysis are not yet clearly seen, but the study of employee expressions indicates that many comments are symptomatic rather than basic and that an

analysis which will show the real or subjective significance as well as the objective expression will prove decidedly worthwhile.

The following account of growth and methods in analyzation shows in more detail the techniques employed and limitations of interpretation for analyses which have been made.

1. Growth of Analyzation

When the experiment of interviewing employees was started in the Inspection Branch, the employees interviewed were asked to express the things they liked and the things they disliked with respect to the job, the working conditions and the supervision. The comments received with this interviewing technique suggested the thought that some analyzation and classification of employee expressions might furnish a very desirable basis for the study and improvement of working and job conditions as well as the thought that their comments would furnish valuable material for the training of supervisors. The unfavorable expressions of employees were selected for study, because it was felt that they would present a picture of the conditions which might be improved.

A general review of the interviews resulted in a list of conditions and things about which employees made unfavorable comment. This list contained about seventy-four items. Working from this list the interviews were reviewed, and an analysis form was made up showing the number of times each item on the list received some unfavorable expression from employees. Each department and section in the branch was separately analyzed in this way, and the Inspection Results Organization and the Technical Branch people, who are responsible for plant conditions,

initiated studies in their respective fields of the conditions criticized or commented upon unfavorably.

Some difficulties were experienced in using this early form of analysis:

- A. It was very difficult in many cases to determine whether or not the employees' comments were favorable or unfavorable because of wording and because of contradiction.
- B. The organizations studying the analysis form for possible improvements in conditions were almost constantly in need of an employee's actual comment rather than the number of comments made, and also they were in need of the favorable as well as the unfavorable expressions to make a well balanced improvement suggestion.
- C. It was learned in the interviewing experience with the employees in the Inspection Branch that an individual being questioned about what he liked and disliked tended to give expressions not entirely in line with his real thought and feeling.

Because of this and for other reasons as well, a slightly different technique was employed in the interviewing of employees in the Operating Branch which was started early in 1929. The employee was encouraged to express his thought and feeling about the things he liked and disliked without the use of questions by the interviewer. As a result of this change in technique and of the experience with analyzation of Inspection Branch interviews, a new plan of analyzing the comments of Operating Branch employees was used.

The first step in analyzation was to separate the actual comments of employees by subjects. The original list of seventy-four Inspection Branch subjects was reduced by grouping to a list of thirty-two subjects. Approximately one thousand interviews taken from Operating

Branch employees were then reviewed and analyzed in accordance with these subjects. This was done in order to check the list of subjects and also to gain some experience in this form of analysis. No attempt was made to force the employee's comment into the subject list, but an attempt was made to have the list of subjects correspond with the conditions and things about which employees talked. As a result, some further changes in the list of subjects were found necessary.

Some difficulty was experienced in securing a uniformity of analyzation since several analyzers were working on the interviews. In order to secure this uniformity it became necessary to formulate rather explicit, and in some cases arbitrary definitions, for each subject. By means of this trial and test method of selection the list of subjects which is now in use was evolved. This list, of course, includes only subjects which are directly related to the employees' industrial situation.

Very little has been done as yet toward analyzing and classifying comments received from employees which pertain to outside situations, with the exception of a general group of comments covering Social Contact. A separate analysis is made for comments concerning supervision, although some supervisory aspects are involved in comments about the various subjects discussed.

Following the separation of employee expressions into subject classifications, it seemed clear that the next step should be to analyze the comments in each subject classification for substance

of thought which employees expressed.

Such a substance analysis has been made for practically all of the subjects employed in analyzing the 1929 Operating Branch interviews.

2. Present Method of Analyzation by Subjects

A typed copy of the interview as dictated by the interviewer is used for analyzation. The analyzer reads this interview over carefully, attempting as far as possible to get a general picture of the employee's attitude. He then goes through the interview classifying all comments to the proper subject. No attempt is made to classify these comments by motives or cause. The analyzer accepts what the employee says as the basis for analysis.

In many cases the employee talks about two or more subjects in the same comment. It would destroy the tenor of the comment to attempt to separate it into the thought on each individual subject. For this reason one comment may be classified to several subjects to be sure that the general trend of the thought is retained and no possible value is lost.

In the interview the same subject may be commented on in several different places. If the same idea is expressed several times, only the most representative comment is used. If different ideas are expressed about the same subject, several comments from the same interview may be used. These individual comments are typed separately on 3 x 5 slips which makes for flexibility in grouping for study and filing.

3. Present Method of Substance Analyzation

In making a substance analysis all of the comments filed under a particular subject are analyzed for the thought contained on that subject. These thoughts are then tabulated by men and women and by the number of comments received for each division of thought expressed.

Some of the subjects, such as "Welfare," "Thrift," "Safety and Health," etc., have very definite subdivisions. In these subjects comments pertaining to particular phases have been grouped together for convenience in study and reference and have been treated as subdivisions of the major subject.

For further convenience in the use of the tabulation of expressed thought, a list of representative comments has been compiled for each subject, illustrating the manner in which the employees express the thought. These follow each substance analysis and have been numbered to agree with the substance tabulation for easy reference.

4. Prospective Analyzations

In making analyses to the present date care has been taken to avoid any distortion of "What the employee says" or of any theorizing on "What the employee means." The thoughts he expresses are taken as they are, and for what they are worth, although in many comments it is clear that a further analysis is needed to determine the real significance and meaning of what he says. While definite methods for making these further analyzations have not been determined upon the possibilities for value in additional analyses are interesting.

One analyzation which may yield valuable data is a study of

correlations between subjects. For instance, there appears to be a correlation between "Dirt" and "Transportation." From their comments the employees do not seem to object to "Dirt" on the job as much as they do to the fact that they cannot leave it behind at the end of the day. This fact is brought out by their objection to being avoided by their fellowmen during their transportation home. This points to an interrelation between the subjects of "Dirt", "Washroom", "Lockers", and "Transportation."

Another type of analyzation which seems valuable is a study of the various subjects in terms of employee groups such as Sex, Age, Service, Basis of Payment, Nationality, Size of Work Group, etc. As an example of such a study, the comments of employees about "Payment" could be separated by various service groups and analyzed with the thought of determining the attitudes and feelings which develop as length of service increases.

Another study which seems important is the more detailed analysis of the total expressions of individuals. In this study the comments of the employee when related to each other and when related to his background should yield valuable findings for the use of supervisors in dealing with individuals and for the development of better management practices.

SUBJECTS AND THEIR DEFINITIONS INCLUDING ADDITIONS
AND REVISIONS ADOPTED FOR THE ANALYSIS OF 1930 INTERVIEWS

GENERAL

Comments on the employees industrial situation which seem of value or interest, but do not align themselves with any of the other listed subjects; such as rest rooms, smoking privilege, gate watchmen, and appearance of grounds.

ABSENCE

Non-attendance either voluntary or involuntary and its treatment according to the Company policy, (except comments on sick benefits.) For example, jury service, court attendance, personal reasons, military service, sickness, holidays, lates and personal leave of absence.

ADVANCEMENT

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

AISSLES

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

BOGEY

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

CHEATING

Any dishonest act which will result in pecuniary loss to the Company or loss of earnings to an individual. For example - government jobs, etc.

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.

EDUCATION

Increase of knowledge through instruction about anything that pertains to or is usable in the industrial situation, either at home or in institutions. (Except Hawthorne Club School.)

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.) For example, comments on state of repair, composition, etc.

FURNITURE & FIXTURES

Necessary accessories which affect the personnel but affect production only indirectly. (Exceptions, light, lockers, and toilet facilities, which are covered separately.) For example, benches, stools, trucks, pans, drinking fountains, drinking water, elevators, desks, chairs, clocks, etc.

HOME CONDITIONS

Any domestic condition which may or does directly or indirectly affect the physical or mental state of the employee favorably or unfavorably in his work.

HOSPITAL

Facilities provided by the Company for all medical treatment or examination. Comments about doctors, nurses, cold treatment, first aid stations, etc.

HOURS

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

INTEREST

Comments in which the employee gives a definite reason for his interest or lack of interest in his job or work.

INTERVIEWING PROGRAM

Comments on Employee Interviews and Supervisory Training, either in regard to method or effect.

LIGHT

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

LOCKERS

Any 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. Including Blue prints, waste, layouts, specifications, etc.

MONOTONY

Comments in which the employee expresses a definite reason for the job being monotonous or tiresome.

NOISE

Sound of any kind or lack of sound which may be disturbing or pleasing to an employee.

PAYMENT

Financial remuneration for work. Comments on rates, piece work, overtime, weekly rate, etc.

PLACEMENT

- A. - Company Placement.
Comments expressing satisfaction or dissatisfaction with the Company, except where the reason given for that satisfaction or dissatisfaction falls directly within the scope of some other subject.
- B. - Job Placement.
All comments expressing satisfaction or dissatisfaction with the work or the job.
- C. - Transfers.
Comments expressing reactions to the allocating of employees to, and shifting between jobs.
- D. - Personnel Organization
Comments on reactions to contact or lack of contact with members of the Personnel Organization.

RESTAURANT

Facilities provided by the Company for serving food to its employees. Comparisons with outside food sources.

SAFETY & HEALTH

Any condition which affects the body or health; such as, callouses, blisters, soreness, strains, goggles, hair nets, overalls, gloves, masks, guards, safety shoes, aprons, etc.

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 vapor or 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, except those comments wherein the thought is expressed in direct relationship with some other subject.

TEMPERATURE

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

THRIFT

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

TOOLS & MACHINES

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

TRANSPORTATION

All modes and factors affecting travel between residence and working location.

VACATION

All comments about the vacation policy.

VENTILATION

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

WASHROOM

All space provided with toilet facilities. Includes comments on soap, towels, etc.

WELFARE

All functions administered by the Industrial and Public Relations Branches, except Interviewing Program, Hospital, Safety and Health and Restaurant.

WORKING SPACE

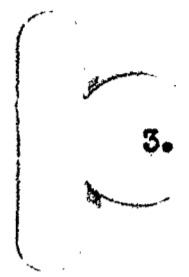
All space except standard space reserved for traffic through or between rooms, except locker space and washrooms.

SUPERVISION

All comments in regard to supervisors or reaction to supervision.

SV

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A SUBSTANCE ANALYSIS OF EMPLOYEE COMMENTS
ON VARIOUS SUBJECTS TAKEN FROM
10,300-1929 OPERATING BRANCH INTERVIEWS
SHOWS THE NUMBER OF WAYS IN WHICH THE EMPLOYEE EXPRESSES
FAVORABLE AND UNFAVORABLE THOUGHT ON THE SUBJECT

Subject	Total Comments Analyzed	Favorable Thought		Unfavorable Thought		Total Thought Spread
		Comments	Spread	Comments	Spread	
Absence	46	25	3	21	11	14
Advancement	1423	607	12	816	47	59
Aisles	379	8	1	371	16	17
Bogey	2093	711	25	1382	73	98
Club Activities	3333	2954	36	379	71	107
Dirt	2699	1402	13	1297	41	54
Fatigue	2275	964	7	1311	40	47
Floor	319	78	15	241	25	40
Furn. & Fix.	1246	211	21	1035	107	126
Hospital	2195	1714	27	481	45	72
Hours	4285	2012	38	2273	91	129
Interest	1968	1850	56	118	16	72
Intv. Program	440	346	43	94	28	71
Light	2598	909	17	1689	49	66
Lockers	3846	306	6	3540	39	45
Material	1283	42	18	1241	69	87
Monotony	603	Differentiation not made				28
Noise	104	32	4	72	14	18
Payment	11803	4987	70	6816	173	243
Placement	8827	7321	86	1506	74	160
Restaurant	543	357	23	186	33	56
Safety & Health	4029	821	33	3208	104	137
Sanitation	1105	145	12	960	61	73
Smoke & Fumes	1118	54	7	1064	19	26
Steady Work	813	600	18	213	24	42
Social Contact	905	628	50	277	74	124
Temperature	1345	225	9	1120	26	35
Thrift	5809	5504	133	305	67	200
Tools & Machines	1584	303	21	1281	51	72
Transportation	606	265	16	341	31	47
Vacation	3723	3550	19	173	18	37
Ventilation	2561	1037	1	1524	39	40
Washroom	2350	306	16	2044	45	61
Welfare	2121	1799	94	322	112	206
Working Space	1042	88	7	954	20	27
General	345	229	34	116	42	77

NUMERICAL ANALYSIS OF EMPLOYEE COMMENTS FROM 10,500 OPERATING BRANCH INTERVIEWS - 1929.

5,500 MEN 3,500 WOMEN.

SUBJECTS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35
*Placement	8527	10.8	7321	83.	17.6	1506	17.	3.9	160	86	74	5072	57.	10.7	4018	79.	17.4	1054	21.	4.4	149	79	70	5755	43.	11.4	3303	88.	17.3	452	12.	3.1	131	76	55
Company Placement	821	1.01	821	100.	1.98	0	0.	.00	15	15	0	489	60.	1.02	489	100.	2.11	0	0.	.0	14	14	0	332	40.	.99	332	100.	1.74	0	0.	.0	15	15	0
Job Placement	7755	9.52	6437	83.	15.	1318	17.	3.41	112	64	48	4393	57.	9.15	3493	80.	15.1	900	20.	3.7	104	58	46	3362	43.	10.	2944	88.	15.4	418	12.	2.94	96	56	40
Transfers	164	.21	35	22.	.13	129	78.	.33	19	5	14	152	80.	.27	24	18.	.11	108	82.2	.45	18	5	13	32	20.	.09	11	34.	.06	21	66.	.09	10	3	7
Personnel	97	.12	36	37.	.06	61	63.	.16	14	2	13	65	67.	.14	17	26.	.08	48	74.	.20	13	2	11	32	33.	.09	19	60.	.1	13	40.	.09	10	2	8
Restaurant	545	.7	357	65.	.8	186	35.	.5	54	23	35	201	37.	.4	129	64.	.56	72	36.	.5	45	19	24	342	63.	1.0	228	67.	1.2	114	33.	.81	39	17	22
Safety & Health	4029	5.0	821	20.	2.0	3208	50.	6.3	137	33	104	2463	61.	5.2	552	28.	2.4	1911	76.	7.9	122	29	93	1566	39.	4.7	269	17.	1.4	1297	33.	9.2	89	25	64
*Sanitation	1105	1.3	145	13.	.35	980	87.	2.5	73	12	61	605	55.	1.2	120	20.	.52	485	80.	2.0	66	10	56	500	45.	1.5	25	5.	.12	475	95.	3.36	37	5	32
Spitting	863	1.06	10	1.	.02	853	99.	2.22	49	5	44	419	49.	.88	9	2.	.04	410	96.	1.7	46	5	41	444	51.	1.33	1	.2	.00	443	100.	3.13	22	1	21
General	242	.3	135	56.	.34	107	44.	.03	24	7	17	186	77.	.39	111	60.	.48	75	40.	0.3	20	5	15	56	23.	.17	24	43.	.12	32	57.	.23	15	4	11
Smoke and Fumes	1118	1.4	54	5.	.15	1044	95.	2.8	26	7	19	733	66.	1.5	30	4.	.13	703	96.	2.9	24	6	18	365	34.	1.17	24	6.	.15	361	94.	2.56	18	6	12
Steady Work	813	1.0	600	74.	1.4	213	26.	.55	42	18	24	552	68.	1.16	479	83.	2.0	93	17.	.36	33	17	16	261	32.	.78	141	54.	.75	120	46.	.85	27	12	15
Social Contact	906	1.1	628	20.	1.5	277	30.	.73	124	50	74	364	42.	.8	268	70.	1.15	116	30.	.42	69	32	37	521	58.	1.57	360	70.	1.9	161	30.	1.12	90	36	54
Temperature	1345	1.7	225	17.	.5	1120	83.	2.9	35	9	26	955	71.	2.0	165	17.	.7	790	83.	3.26	33	9	24	390	29.	1.18	60	15.	.32	330	85.	2.34	30	7	23
*Thrill	5809	7.2	5504	95.	13.2	305	5.	.8	200	135	87	3121	35.	6.7	3000	84.	12.9	181	6.	.75	172	116	56	2628	45.	7.83	2504	95.	13.21	124	5.	.88	130	98	32
A. T. & T. Stock	4076	5.0	3823	94.	9.1	253	6.	.65	98	56	42	2367	58.	4.95	2220	94.	9.55	147	6.	.6	87	52	35	1709	42.	5.1	1603	94.	8.4	106	6.	.75	67	44	23
Building and Loan	385	.47	373	97.	.89	12	3.	.03	37	30	7	227	59.	.48	218	96.	.94	9	4.	.04	30	24	6	158	41.	.47	155	98.	.81	3	2.	.02	21	19	2
Life Insurance	70	.08	64	91.	.15	6	9.	.01	14	9	5	58	83.	.12	55	97.	.23	5	9.	.02	14	9	5	12	17.	.03	11	92.	.06	1	8.	.01	5	4	1
Ready Money Plan	441	.53	431	98.	1.02	10	2.	.03	17	15	2	162	37.	.54	156	96.	.47	6	4.	.06	13	11	2	279	63.	.83	275	98.	1.44	4	2.	.03	14	12	2
General	637	1.03	813	97.	2.00	24	3.	.06	34	23	11	367	44.	.78	353	96.	1.51	14	4.	.07	28	20	8	470	56.	1.4	460	98.	2.4	10.	2.	.07	23	19	4
*Tools & Mach.	1564	2.0	303	19.	.7	1261	81.	3.3	72	21	51	1266	81.	2.7	258	20.	1.13	1028	80.	4.2	69	18	51	298	18.	.9	45	15.	.24	253	85.	1.8	42	11	31
Tools	592	.73	44	8.	.11	548	92.	1.42	32	9	23	558	94.	1.16	42	8.	.18	516	92.	2.11	31	8	23	34	6.	.10	2	6.	.01	32	94.	.23	13	2	11
Machines	992	1.27	259	26.	.61	733	74.	1.9	40	12	28	785	73.	1.51	216	30.	.94	512	70.	2.10	36	10	28	264	27.	.79	43	16.	.22	221	84.	1.55	29	9	20
Transportation	606	.7	265	44.	.6	341	56.	.9	47	16	31	255	42.	.5	105	41.	.46	180	59.	.6	40	16	24	381	58.	1.06	160	45.	.85	191	55.	1.35	32	10	22
Vacation	3723	4.6	3550	95.	8.5	173	5.	.45	37	19	18	2167	58.	4.6	2055	95.	9.0	112	5.	.46	35	18	17	1556	42.	4.7	1495	96.	8.0	61	4.	.43	33	18	15
Ventilation	2561	3.2	1037	40.	2.5	1524	60.	4.0	40	1	39	1602	63.	3.4	628	39.	2.75	976	61.	4.0	36	1	35	959	37.	2.9	411	45.	2.2	548	87.	3.9	29	1	28
Washroom	2350	2.9	306	15.	.7	2044	87.	5.3	61	16	45	1374	56.	2.9	222	16.	.97	1152	84.	4.7	51	16	35	976	42.	2.8	86	9.	.46	892	91.	6.3	45	9	36
*Welfare	2121	2.6	1799	85.	4.3	322	15.	.8	206	94	112	1249	59.	2.6	1030	83.	4.5	219	17.	.9	163	73	90	872	41.	2.6	769	88.	4.1	103	12.	.73	107	62	45
General	135	.16	118	88.	.27	17	12.	.05	25	15	10	66	49.	.14	51	77.	.22	15	23.	.06	21	13	8	69	51.	.21	67	97.	.35	2	3.	.01	9	7	2
Benefits	1383	1.70	1308	94.	3.1	81	6.	.21	68	34	34	847	61.	1.78	790	93.	3.42	87	7.	.24	55	29	26	534	39.	1.60	512	96.	2.70	24	4.	.17	40	25	15
Employment	262	.34	142	54.	.33	120	44.	.31	48	14	34	123	47.	.26	44	34.	.19	79	64.	.32	33	6	27	139	53.	.41	98	70.	.52	41	30.	.29	28	12	16
Service (Continuous)	136	.17	54	40.	.12	81	60.	.21	22	7	15	83	61.	.17	35	42.	.15	48	58.	.20	17	5	12	52	39.	.15	19	37.	.10	33	63.	.23	14	5	9
Publications	45	.06	37	86.	.06	6	14.	.02	9	3	6	22	51.	.05	17	77.	.08	5	25.	.08	8	3	5	21	49.	.07	20	95.	.10	1	5.	.01	3	2	1
Pensions	82	.01	70	85.	.16	12	15.	.04	15	7	8	79	96.	.17	68	84.	.30	11	14.	.04	15	7	8	5	4.	.01	2	66.	.01	1	34.	.00	2	1	1
Loans	26	.00	22	85.	.05	4	15.	.01	9	5	4	17	65.	.04	14	82.	.06	3	18.	.01	7	4	3	9	35.	.06	8	59.	.04	1	11.	.01	4	3	1
Christmas	46	.00	45	98.	.10	1	2.	.00	7	6	1	5	11.	.01	4	80.	.02	1	20.	.01	4	3	1	41	69.	.12	41	100.	.22	0	0.	.00	6	6	0
Legal Service	9	.00	9	100.	.02	0	0.	.00	3	3	0	7	78.	.01	7	100.	.03	0	0.	.00	3	3	0	2	22.	.01	2	100.	.01	0	0.	.00	1	1	0
Working Space	1042	1.3	86	8.	.2	954	92.	2.5	27	7	20	662	64.	1.4	37	5.	.16	625	95.	2.6	26	6	19	360	36.	1.15	51	13.	.27	329	87.	2.32	25	7	18
*General	345	0.4	229	66.	.5	116	34.	.3	77	34	42	253	74.	.5	169	67.	.7	84	33.	.3	66	30	36	92	27.	.27	60	85.	.3	32	35.	.2	30	16	14
Miscellaneous	244	.3	149	61.	.35	95	39.	.25	51	21	30	171	70.	.36	103	60.	.44	68	40.	.28	44	18	26	73	30.	.22	48	65.	.24	27	37.	.19	20	10	10
Education	101	.12	80	79.	.19	21	21.	.06	24	14	12	62	81.	.17	44	80.	.29	16	20.	.07	22	12	10	19	19.	.06	14	73.	.08	5	27.	.03	10	6	4
TOTAL	81764		42390	51.7		36771	47.6					48095	59.		23227	48.		24463	51.1					33669	41.		19160	56.7		14308	42.7				

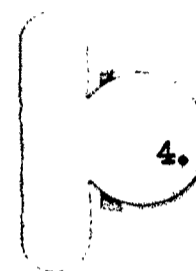
* Note: The amounts shown for the main subject are the totals of those shown for the sub-headings.

ANALYSIS OF COMMENTS PER 1000 EMPLOYEES AND TOTAL NUMBER OF THOUGHTS EXPRESSED, DIVIDED BETWEEN MEN AND WOMEN.
FROM OPERATING BRANCH INTERVIEWS - 1929.

SUBJECT	COMMENTS PER 1000 EMPLOYEES						THOUGHTS EXPRESSED					
	TOTAL		FAVORABLE		UNFAVORABLE		TOTAL		FAVORABLE		UNFAVORABLE	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Absence	5	3	2	2	2	1	12	4	3	1	9	3
Advancement	180	52	75	28	105	24	58	23	12	9	46	19
Aisles	32	45	1	1	31	44	14	9	1	1	13	8
Bogey	83	435	23	159	60	276	84	83	21	24	63	59
*Club Activities	222	520	187	430	35	40	93	59	31	26	62	33
General	27	35	25	33	2	2	5	2	2	2	3	3
Entertainment	73	267	65	250	8	17	27	20	8	9	19	11
Store	36	105	33	94	3	11	16	10	6	3	10	7
Education	44	59	31	54	13	5	25	13	7	7	18	6
Sports	42	54	33	50	9	4	20	11	8	5	12	6
Dirt	234	318	115	177	119	141	52	39	13	10	39	29
*Furniture & Fixtures	131	102	21	19	110	83	111	55	42	9	69	46
Time Clocks	54	38	0	1	54	37	11	9	2	2	9	7
Water & Fountain	32	17	19	9	13	8	25	9	8	4	17	5
Chairs	7	21	1	9	6	12	11	13	3	2	8	11
Trucks	15	0	0	0	14	0	11	0	1	0	10	0
Pans	9	5	0	0	9	5	7	5	1	0	6	5
Elevators	1	7	0	0	2	7	6	6	0	0	6	6
Fans	1	6	0	0	1	6	4	6	0	0	4	6
Benches	3	2	0	0	3	2	6	4	0	1	6	3
Miscellaneous	9	7	1	0	8	6	30	3	27	0	3	3
Fatigue	150	361	66	143	84	223	41	46	7	7	34	39
Floor	27	38	3	16	24	22	36	22	11	11	25	11
Hospital	142	352	104	288	38	64	63	104	24	34	39	70
*Hours	307	626	140	302	167	324	109	104	35	34	74	70
Standard	62	49	27	22	35	27	28	20	8	6	20	14
Night	104	158	42	61	62	97	30	25	12	10	18	15
Overtime	100	198	36	57	64	141	28	24	5	5	23	19
Rest Periods	42	221	35	162	7	59	23	35	10	13	13	22
Interviewing Program	36	54	28	44	8	10	54	50	36	30	18	20
Interest	144	282	133	270	11	12	53	56	39	46	14	10
Light	259	238	90	85	169	153	62	43	15	8	47	35
Lockers	598	325	36	18	362	307	44	35	6	5	38	30
*Material	107	159	3	6	104	163	83	44	18	6	65	38
Quality	45	113	1	4	44	109	23	21	5	3	18	18
Quantity	46	36	1	2	44	35	27	12	9	3	18	9
Finished	8	3	0	0	8	3	21	6	2	0	19	6
Miscellaneous	8	6	1	0	8	6	12	5	2	0	10	5
Monotony	59	56	-	-	-	-	24	27	-	-	-	-
Noise	8	12	2	4	6	8	17	13	4	3	13	10
*Payment	1160	1117	436	577	724	540	229	157	65	55	164	102
General	500	534	338	426	162	108	71	45	25	22	46	23
Gang Piece Work	123	136	16	48	107	88	36	22	11	10	25	12
Straight Piece Work	38	71	32	49	6	22	8	8	5	4	3	4
Rate Revision	182	152	20	25	162	127	42	34	8	7	34	37
Piece Work Rate	192	117	22	16	17	101	22	17	4	5	18	12
Piece Work General	125	107	8	13	117	94	50	31	12	7	38	24

SUBJECT	COMMENTS PER 1000 EMPLOYEES						THOUGHTS EXPRESSED					
	TOTAL		FAVORABLE		UNFAVORABLE		TOTAL		FAVORABLE		UNFAVORABLE	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
*Placement	745	1072	590	942	155	13	149	131	79	76	70	55
Company	72	92	72	92	0	0	14	15	14	15	0	0
Job	645	962	513	841	132	121	104	96	58	56	46	40
Transfers	19	9	3	4	16	5	18	10	5	3	13	7
Personnel	9	9	2	5	9	4	13	10	2	2	11	8
Restaurant	29	97	19	65	10	32	43	39	19	17	24	22
Safety & Health	362	445	31	77	281	368	122	89	29	25	93	64
*Sanitation	89	143	17	8	72	135	66	37	10	5	56	32
Spitting	62	127	1	1	61	126	46	22	5	1	41	21
General	27	16	16	7	11	9	20	15	5	4	15	11
Smoke & Fumes	108	110	4	7	104	103	24	18	6	6	18	12
Steady Work	81	74	67	40	14	34	33	27	17	12	16	15
Social Contact	56	149	39	103	17	46	69	90	32	36	37	54
Temperature	140	111	24	17	116	94	33	30	9	7	24	23
*Thrifty	466	749	440	714	26	35	172	130	116	98	56	32
A. T. & T. Stock Plan	343	487	327	457	21	30	87	67	52	44	35	23
Building & Loan	33	45	32	44	1	1	30	21	24	19	6	2
Life Insurance	8	3	7	3	1	0	14	5	9	4	5	1
Ready Money Plan	23	80	22	79	1	1	13	14	11	12	2	2
General	54	134	52	131	2	3	28	23	20	19	8	4
*Tools & Machines	189	85	38	13	151	72	69	42	18	11	51	31
Tools	82	9	6	0	76	9	31	13	8	2	23	11
Machines	107	76	32	13	75	63	38	29	10	9	28	20
Transportation	37	10	15	46	22	54	40	32	16	10	24	22
Vacation	319	444	302	427	17	17	35	33	18	18	17	15
Ventilation	236	274	92	117	144	157	36	29	1	1	35	28
Washroom	202	279	32	25	170	254	51	45	16	9	35	36
*Welfare	183	250	151	221	32	29	163	107	73	62	90	45
General	1	2	7	19	3	1	21	9	13	7	8	2
Benefits	125	152	116	146	9	6	55	40	29	25	26	15
Employment	18	40	6	28	12	12	33	28	6	12	27	16
Service	12	15	5	6	7	9	17	14	5	5	12	9
Publications	3	6	2	6	1	0	8	3	3	2	5	1
Pensions	11	1	10	1	1	0	15	2	7	1	8	1
Loans	2	3	2	2	0	0	7	4	4	3	3	1
Christmas	1	12	1	12	0	0	4	6	3	6	1	0
Legal Service	1	1	1	1	0	0	3	1	3	1	0	0
Working Space	97	109	5	15	92	94	25	25	6	7	19	18
*General	37	26	25	17	12	9	66	20	30	16	36	14
Miscellaneous	25	21	15	13	10	8	44	20	18	10	26	10
Education	12	5	10	4	2	1	22	10	12	6	10	4
TOTAL	7072	9619	3425	5474	3597	4088	2435	1859	878	724	1533	1108
GRAND TOTAL	7938		4115		3764		2815		991		1786	

* Note: The amounts shown for the main subject are the totals of those shown for the sub-headings.



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SUBSTANCE ANALYSIS OF COMMENTS ON PLACEMENT AND TRANSFER
FROM OPERATING BRANCH (1929)
EMPLOYEE INTERVIEWS

All comments expressing satisfaction or dissatisfaction, either with the Company, the job or the type of work, as well as all comments on transfers and on the Personnel Organization, have been classified to this subject. They have also been divided into groups as shown below:

Interviews Analyzed	- 10,300	Men - 6,800	Women - 3,500
Total Comments	- 8,827	Men - 5,072	Women - 3,755
Total Favorable Comments	- 7,321	Men - 4,018	Women - 3,303
Total Unfavorable Comments	- 1,506	Men - 1,054	Women - 452

	Favorable		Unfavorable		Total
A. Company Placement	- Men 489	Women 332	- Men 0	Women 0	- 821
B. Job Placement	- Men 3493	Women 2944	- Men 900	Women 418	- 7755
C. Transfer	- Men 24	Women 11	- Men 108	Women 21	- 164
D. Personnel	- Men 17	Women 19	- Men 48	Women 13	- 97

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PLACEMENT AND TRANSFER

A. Company Placement

Interviews Analyzed	- 10,300	Men - 6,800	Women - 3,500
Total Comments	- 821	Men - 489	Women - 332
Total Favorable Comments	- 821	Men - 489	Women - 332
Total Unfavorable Comments-	0	Men - 0	Women - 0

<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Always wanted to work for this Company.	2	8
2. Nothing about this Company I don't like.	5	1
3. Company tries to make employees like it here.	9	1
4. Rather work for this Company than anywhere else.	28	33
5. This place just like home.	4	11
6. Western better than previous concern worked for.	105	60
7. Has always enjoyed working for Western.	1	4
8. Always was glad to get back to Western when laid off.	5	20
9. Likes to work for this Company.	263	153
10. No other company treats their employees as well as they do here.	34	14
11. Likes Company, although don't like job.	17	6
12. Could hardly wait until became of age to come here to work.	0	2
13. Likes to work here because lives close to plant.	8	6
14. Likes to work for this Company because offers steady work.	6	7
15. Likes Western because of pay.	2	6

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PLACEMENT AND TRANSFER

B. Job Placement

Interviews Analyzed	- 10,300	Men - 6,800	Women - 3,500
Total Comments	- 7,755	Men - 4,393	Women - 3,362
Total Favorable Comments	- 6,437	Men - 3,493	Women - 2,944
Total Unfavorable Comments	- 1,318	Men - 900	Women - 418

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Likes job because it is something new or different all the time.	268	302	
2. Because working around machinery.	121	55	
3. Because can move around on job.	17	32	
4. Likes job.	1502	1082	
5. Because makes good wages.	366	212	
6. Likes bench work better than machine work.	1	13	
7. Job not monotonous.	6	12	
8. Because makes more money and has steady work.	40	14	
9. Because job clean and wages fair.	26	32	
10. Job is clean and interesting.	42	69	
11. Work is light and hours good.	5	0	
12. Efforts seem to be appreciated.	1	2	
13. Work interesting.	312	270	
14. Job interesting, educating and gives chance for advancement.	1	0	
15. Work is clean and not hard.	65	70	
16. Clean and bogey not hard to make.	2	19	
17. Likes job because of personal contact with fellow workers.	9	9	
18. Job easy and makes good wages.	86	55	
19. Likes job because it requires speed.	0	1	
20. Chance to learn a trade.	13	1	
21. Good chance for advancement.	33	15	
22. Job is straight piece work - is not dangerous.	2	1	
23. Job complicated.	4	3	
24. Job not hard - able to make rate.	0	1	
25. Gets better jobs on nights.	1	1	
26. Because it is heavy or hard work.	4	1	
27. Because it is straight piece work.	31	35	
28. Job easy and interesting.	15	18	
29. Employee understands the work.	23	34	
30. Likes job because can make bogey.	4	58	

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PLACEMENT AND TRANSFER

B. Job Placement (Cont'd)

<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
31. Not dangerous.	3	7
32. Job clean.	38	57
33. Because it is gang piece work.	3	11
34. Job clean and work steady.	0	3
35. Clean and not monotonous.	1	1
36. Likes job because is used to it.	58	96
37. Job easy or not hard.	88	119
38. Not hard and is permanent.	0	1
39. Because able to keep up with rest of gang.	2	0
40. Because it is steady work.	66	23
41. Much to learn on job.	46	13
42. Keeps employee busy all the time.	36	34
43. Able to sit down while doing work.	12	39
44. Because it is inside work.	5	1
45. No bogey on job.	2	1
46. Because making good.	4	1
47. Job interesting and pay good.	20	10
48. Because kept on one job all the time.	5	29
49. Keeps employee's mind busy.	13	29
50. Like my job because it is my trade.	29	0
51. Because no responsibility on job.	3	4
52. Because everyone treated alike.	1	0
53. Job something different than ever done before.	5	9
54. Can stand while doing work.	0	1
55. Job healthy.	7	16
56. Job requires some intelligence or knowledge.	21	12
57. Job leaves mind free to think of other things.	1	0
58. More responsibility on job.	9	3
59. Feels at home on job.	2	2
60. Because it is a day work job.	2	0
61. Likes job because has to like it.	6	1
62. Because of type of material used.	0	1
63. Because has a good machine.	1	1
64. Likes job because it is not so hot.	1	0

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PLACEMENT AND TRANSFER

B. Job Placement (Cont'd)

<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Dislikes present work - would like to get back at own line of work.	22	1
2. No particular dislike for present work, but would like to get something else.	133	20
3. Job too heavy and is discouraging.	2	8
4. Job dirty and pay small.	7	5
5. Work not steady - have to wait for material.	0	1
6. Made more money on old job.	14	8
7. Like previous job better.	47	51
8. Would like to get job that requires more brain work.	23	3
9. Job uninteresting.	15	2
10. Changed around too much on job.	29	46
11. No chance for advancement.	56	4
12. Feels job is injurious to health.	70	43
13. Failed to receive raises.	1	1
14. Too much responsibility for pay received.	2	1
15. Job dirty and monotonous.	1	3
16. Doing same thing over and over.	34	12
17. Would like to have job that requires less brain work.	1	1
18. Job involves too much running around.	1	1
19. Job dirty.	41	23
20. Has to stand all the time.	6	12
21. Dislikes working with girls.	2	0
22. Dislikes job.	47	41
23. Would like office work better than shop work.	31	14
24. Always gets poor paying jobs.	2	3
25. Job is monotonous.	44	15
26. Job too easy.	12	1
27. Been on job too long - would like to get transfer.	48	13
28. Dislikes inside work.	11	0
29. Job hot and dirty.	5	0
30. Job too noisy.	1	1
31. Job causes physical injury or discomfort.	20	30
32. Dislikes job because it is gang piece work.	10	2
33. Job tiresome.	6	4
34. Not making enough money.	61	16
35. Feels has sufficient education or training to do better job.	55	6

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PLACEMENT AND TRANSFER

B. Job Placement (Cont'd)

<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
36. Rate is too high.	3	8
37. Job hard and dirty.	4	4
38. Job hard and pay small.	2	2
39. Feels job may cause physical injury.	3	2
40. Fellow workers disagreeable.	5	3
41. No chance to learn anything on job.	13	0
42. Job too heavy or hard.	2	5
43. Has to sit down all the time.	4	0
44. Gets too many rejections.	0	1
45. Work here would be of no value on job with any other Company.	1	0
46. Unable to do work.	1	1
47. Dislikes job because of shortage of materials.	1	0
48. Type of work not suited to employee.	1	0

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PLACEMENT AND TRANSFER

C. Transfer

Interviews Analyzed	- 10,300	Men - 6,800	Women - 3,500
Total Comments	- 164	Men - 132	Women - 32
Total Favorable Comments	- 35	Men - 24	Women - 11
Total Unfavorable Comments	- 129	Men - 108	Women - 21

<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Transferred immediately when requested.	3	0
2. Likes policy of transferring around until satisfied.	8	6
3. Supervisors good about giving transfers or helping get them.	7	3
4. Nice to be transferred rather than laid off.	5	2
5. Appreciated transfer.	1	0

<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Numerous transfers hinder progress of employee.	5	2
2. Transfers made without consulting employee.	7	3
3. Supervisor refused or neglected request for transfer.	53	6
4. Shop employees not transferred around often enough.	5	0
5. Hard to get a transfer.	25	3
6. Transfer refused because rate too high.	2	1
7. Afraid to ask for a transfer.	1	4
8. Should be given a chance on another job when fails on one.	2	0
9. Should be given a preference as to job, when requests a transfer.	1	0
10. Too much red tape about getting a transfer.	0	2
11. Must have long service before can get a transfer.	1	0
12. Should transfer long service employees to better jobs.	3	0
13. Only way to get a transfer is to lay down on job.	1	0
14. Employment office promised transfer soon, but employee has heard nothing from them.	2	0

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PLACEMENT AND TRANSFER

D. Personnel

Interviews Analyzed	- 10,300	Men - 6,800	Women - 3,500
Total Comments	- 97	Men - 65	Women - 32
Total Favorable Comments	- 36	Men - 17	Women - 19
Total Unfavorable Comments	- 61	Men - 48	Women - 13

<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Treated fine by the Personnel.	14	18
2. Company Personnel is a fine thing.	3	1

<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Personnel methods leave an unfavorable impression with employees.	9	4
2. Personnel does not seem to interest themselves in employees' cases.	6	2
3. Personnel tells employee they will look into the case and then they drop it.	9	1
4. Personnel misrepresents pay and jobs when they transfer employees.	5	2
5. Personnel promise to get employees different jobs - then fail to do anything about it.	4	1
6. Bosses should not be allowed to knock employees to Personnel when they are up for transfer.	4	1
7. Personnel does not try to find other jobs for employees.	5	1
8. Personnel does not give old timers a square deal.	2	0
9. Personnel tried to railroad employee.	1	0
10. Personnel tried to bully employee into taking job he did not want.	2	0
11. Must have a drag to get a job through the Personnel.	1	0
12. Personnel misrepresented employee to Foreman.	0	1

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TYPICAL COMMENTS ON PLACEMENT AND TRANSFER

Company Placement:

- A + 1 "I have tried many times to get into the Western Electric, but it seems that every time I applied for a job they didn't need help, but finally last year I got in here and I have always been glad because I like the system here and the way they handle things and their employees, and I wish that I could be here steady with this Company for the rest of my life. You see, work is getting kind of slack here and they are laying off some of the men and as I am a new man I always have that fear that I am going to be laid off."
- A + 2 "There isn't anything about the Western that I don't like."
- A + 3 "I like the way the Company treats the men. They are always trying to fix things in the department so that it will be better for us."
- A + 4 "I'll say one thing - I would rather work at the Western Electric for thirty dollars a week than anywhere else for forty."
- A + 5 "I feel that the Company is very good, in fact, I feel that this is my home and I intend to stay here if everything goes all right."
- A + 6 "I have been around a good deal. I have worked in several other factories and I find everything much better here. Of course, the wages are a little low since they started taking out for my shares, but that's all right, a person has to save."
- A + 7 "I must say I have always enjoyed working for the Western. It is really the only place I have worked at."
- A + 8 "I have been with this Company almost two years this time. I have about four years of broken service. It seems like every time there was a lay off I got laid off, but I like to work for this Company and that is why I always come back."

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- A + 9 "The Western Electric is a good place to work."
- A + 10 "I really think the working conditions here cannot be beat. I don't care where you go, you cannot find another company that treats their employees as good as they do here."
- A + 11 "I would stay here for the rest of my life if I had work that I like. They treat their employees fine here."
- A + 12 "I worked for this Company when I was a minor but I was laid off. In the meantime I was working in different places but was never satisfied. I could hardly wait until I was of age and could come back here to work. I could never earn as much money anywhere else and the working conditions are not as good. I think a plant of this size, where so many are employed, is kept very clean and sanitary; that is, the Company tries to keep it that way."
- A + 13 "The reason that I am working at the Western is that I don't like to travel on the street cars and I only have fifteen minutes' walk to work. I think it is just as good a place as any other to work in."
- A + 14 "I like this Company because we have steady work. I make a good salary. The bosses treat me fine so you see I am satisfied with everything."
- A + 15 "I think that the Western is a pretty good place to work as they pay much better than they do other places."

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Job Placement:

- B + 1 "I have been on this job a long time and I like it very much. I like the work because I am doing something different all the time."
- B + 2 "My job in the other department was not so bad but I like this better. Some fellows work here just because they have to work for a living but with me it is different. I like this kind of work. I am interested in mechanical work. When I was on my vacation I visited the Ford Plant and enjoyed going through there very much."
- B + 3 "At present I am an assistant to the Gang Boss and I like my job very well because I get a chance to move around instead of sitting in one place at a machine all day long. It also gives me quite an opportunity to learn some of the jobs that are done here and by that I am getting quite a bit of experience."
- B + 4 "I am well satisfied with my work. I like it. I never work in any other department."
- B + 5 "I like this job here better than where I was working, because I can make more money. I work straight piece work and according to what a man can do in a day, some of the rates are very low. It is hard even to make our day rate."
- B + 6 "I don't mind working on any kind of bench work, just so it isn't machine work, and if I can make my rate, I am satisfied. I get dirty a little on the work I am doing now, but I don't mind that."
- B + 7 "I like my work because it is not monotonous. I am on special work. I can help on any job in the department."
- B + 8 "The job I have is much easier than the one I had before I came here. I like it very well because the work is steady and the pay is fairly good."
- B + 9 "I like my job because it is very nice and clean and the wages are fair, but I hope they won't forget me at raise time."

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- B + 10 "I like my job because it is clean work and it is very interesting."
- B + 11 "I like the work; it is not hard and the hours are fine. And the pay is as good as I could make anywhere."
- B + 12 "I like my present work much better than my previous work. I work for a department now that seems to appreciate what I try to do. They probably understand I am trying hard to be satisfactory to the Company. I was very pleased with the transfer which was given me when the work was slack in my previous department. I am doing very well on my present job and I hope that I am as satisfactory to the Company as I am satisfied with my job."
- B + 13 "I like this job because it is very interesting. We have to make a study of circuits and a fellow must use his head to do this."
- B + 14 "I find my job very interesting because there is always something to learn on this job and I think it is very educating and then there is always the possibility of being promoted to a layout man. I like the job well enough but I don't want to give you the impression that I would be content to stay on it all my life because I wouldn't. I always have hopes of getting something better some day."
- B + 15 "I am satisfied with this job, because it is clean, and the work is not hard. The job I had before I came to this department was supposed to be an inspection job, but it was dirty and greasy and I considered it more of an operating job than an inspection job. I am glad to be in this department."
- B + 16 "I like this work very well. I can make my rate on it and it is the cleanest job I have ever had."
- B + 17 "I like to work in this department very well, because the men are so good. They will always help a fellow out. The fellows in this department work together."
- B + 18 "I like the job. The pay is good and the work is not hard."

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- B + 19 "I like my job because it requires speed. I don't get tired of it or it never becomes monotonous. I can make my rate, and I make good money."
- B + 20 "I like my job here. I figure when I work here I am learning a trade. Something that will be useful in getting me a job anywhere else."
- B + 21 "I do like this work because I think there is a future in it."
- B + 22 "I like working straight piece work because the time goes so fast and it is so interesting and I am satisfied with what I can make. Sometimes I do get jobs that are a little hard, but then that can't be helped. I can see that too. And I feel so much safer working on this job too, because everything is so well guarded and safe. I was always leerie working on the machine in the other factory because I got hurt one time and after that I decided I would be better off getting away from that place entirely before I get rid of my hands altogether."
- B + 23 "I have been working on this kind of work for six years and I like to do it very much because there is so much to it."
- B + 24 "I like my present job because I can make my bogey and it is not a hard job. I am happy where I am. I don't get blisters, and my work is not heavy. I have learned my present job, and I want to do this kind of work."
- B + 25 "I like my work so well. I have been working at it for several months already. Of course there is a good reason for that too. I never have the 'breaks' working days that I get working nights. It is much cooler too working nights. I can make from three to five dollars more working on my job at nights than I can during the day. In other words, I get much better breaks at night."
- B + 26 "I like the job I am on because it is not so easy. I like a hard job better than an easy one because when you get an easy job you get lazy."
- B + 27 "I like this job because it is straight piece work and when working gang piece work some of the men lay down and everybody loses money."

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- B + 28 "I like the work I am doing now. It is not so hard and it is quite interesting."
- B + 29 "I like the job I have as it requires a thorough knowledge of woodwork and I certainly have it."
- B + 30 "I have worked in three different places in this department but I like my present job the best of all for the reason that I can get my rate out easier. On other gangs I never could get the rate out and I got plenty of --- every day."
- B + 31 "I like my job because there is no danger about it."
- B + 32 "I like my job very well; it is not very interesting but it is good, clean work."
- B + 33 "I like my present work better than any work I have ever done. I like gang piece work and that is why I am so satisfied."
- B + 34 "I like my present job. One reason for that is because the work is clean and I always have steady work."
- B + 35 "I like the work I am doing now. It is clean and does not get monotonous."
- B + 36 "The job I am doing, I don't mind. I have been here for so many years, I am used to it."
- B + 37 "I like this job because the work is easy and I can sit down all day."
- B + 38 "In all the years I have worked here I have never been so satisfied with my job as I am now. I really enjoy my work. I never had a steady job and now I have a feeling that this one will be my permanent job and I don't have to use much strength on it."
- B + 39 "I like this kind of work because I can keep up with the rest of the men on the job and if I could not I would not think that I had made good on the job."
- B + 40 "I like my work because it is steady. I can't kick at all about the work."

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- B + 41 "I am getting a chance to learn quite a bit on this job and that is one reason I like it."
- B + 42 "I like this job because they keep us busy all day long. Our percentage is running good, and we make pretty good money."
- B + 43 "I like this work a lot better. I used to have to stand up all day over there. I got a job here where I'm sitting down all day."
- B + 44 "This is the first job I ever had working inside. All others were outside jobs. For that reason alone this job appeals to me."
- B + 45 "The principle thing I like about this job is that there is no set amount of work that a man must do. Everyone is expected to do all that he can and the way our percentage is going up everybody seems to be doing their best."
- B + 46 "I am satisfied with this work because I am making good. I started here a few months ago at forty-three cents an hour and now I am getting fifty-three cents an hour. The boss told me I was doing a good job so I expect another increase in December.
"This job keeps me humping all day long and this makes the time pass very fast. One minute I have so much work to do I could use a couple of helpers and several hours later there is nothing to do so this gives me a chance to catch up with my work."
- B + 47 "I like my job because it is interesting and I am making pretty fair wages."
- B + 48 "I like the job I have now because you don't have to change around so much.
"They used to change me around from one job to another; I did not get used to one job when they put me on another. You cannot make much money that way when you are piece work."
- B + 49 "I would say my job is very good, anyway, it is work that suits me and I like it. It keeps me interested and it keeps my mind on the job all day and that is the kind of a job that I have always liked. When you are kept busy all day the time goes by pretty fast."

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- B + 50 "I like this work because it is my trade."
- B + 51 "I like my job because when I leave the plant to go home I have nothing to think about until I come back the next A.M."
- B + 52 "One reason I like it here; they give each and every one an even break. You know how it is in some places, some fellows get the good jobs while others are forced to take all the bad ones but that isn't the case in this department; every one is treated alike."
- B + 53 "My wages are good. On some of the jobs it is very easy to make the rate, and on others it is much harder. On the whole, I like the work, and I think it is very interesting because it is work which I have never seen before and it is new to me."
- B + 54 "She likes her work because she can stand. At one time she worked on the day shift but she is perfectly satisfied working at night."
- B + 55 "I like my present job because it agrees with my health."
- B + 56 "I like to work here because it requires more skill than the work I did in my former department. I like adjusting because it is higher rated than the average job."
- B + 57 "I have been writing songs lately. My mind isn't on the work I am doing down here. Music seems to be the only thing I want to do right now. It takes a lot of time to be able to make any money with music, but I just like to write songs for my own pleasure. This is a fine job for me. It is the only one I have had that I did not have to think about. I guess every job gets to be routine work after you have been on it a while. Mine is especially easy because all I have to do is to put the shell on the machine and take it off again. I guess that is the only reason I stay at this work. Of course, I have to get my work out, but when I am working along thinking of something else I don't notice the time. Sometimes my mind is miles away."

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- B + 58 "I like this job because I have some responsibility. The work is not very hard and I can sit down most of the day. We are kept busy all day and do not have time to think of the things we do not like."
- B + 59 "I like the work I am doing; there is something about it I can't explain but it makes me feel so much at home and satisfied."
- B + 60 "I like this job because I am working day work. I am on special work and sometimes it keeps me guessing to know how to run some of the jobs."
- B + 61 "I like the actual work I am doing because I have to. I am married and I have a family to look after. I sure would like an advancement if I could get it."
- B + 62 "I like my job because it is a certain kind of material that I like to handle. It is gang piece work and one don't have to work so hard as on straight piece work jobs and it keeps changing which makes it very interesting."
- B + 63 "I like my work because I have no trouble with my machine. It is in good working order since I started on the job."
- B + 64 "I like this job better than my old job because it isn't so hot here. It was awful hot work especially during the summer months."

Job Placement:

- B - 1 "I would like to get back on my own line of work. If I could do that I would appreciate that very much. I don't care what department it would be in as long as it would be more in my line than this. If I am ever given that chance I will see to it that I make good. Well, I do hope something turns up in my favor. I am absolutely disgusted not only that I don't like my work but when I get my check on Saturday I get disgusted entirely. I just take it home and that is the end of it. There are all the bills waiting to be paid and it is all gone. I wouldn't want the money for myself, but for my family so that I could give them something better."

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- B - 2 "When I was in the old country I was working as a draftsman and I would like to get a job like that now because I like that kind of work very much and I would like to do it here."
- B - 3 "I certainly am disgusted with my job. It is getting too heavy for me and I don't think I can stand it much longer. I am so tired at night when I get home I haven't got any ambition to get dressed to go out. I would like to get a change on lighter work even if I get less money."
- B - 4 "I do not like the job. It is too dirty and does not pay very well. The gang piece work rate is altogether too low."
- B - 5 "The trouble with this job is that as soon as we moved from the old building we have not had steady work. I have lost about four nights' pay, and that means a great deal to me as I am a widow with children to support, and every cent counts. My earnings are about twenty-five dollars for five nights. I understand that in some of the departments they are working nights, the girls' earnings are much higher. I used to ride home with some girls, and their pay was thirty-five dollars a week for five nights. I was often tempted to ask my foreman if I could be transferred over to that department because I am anxious to make all I possibly can to give my children an education. When our department was over in the other building I did not have to wait so long for stock or other implements that we use on our job. I feel much more satisfied when I can work right thru on our job. I feel much more satisfied when I can work like that because then the night seems to fly by much faster."
- B - 6 "I like the work I had before, I made good money too, \$1.08 an hour. Here I can't make any money. I want to go back but they tell me maybe after a while I can."
- B - 7 "What I would like to do is go back on the first job I had. I liked that job; it was interesting because everything you done there was something new about it. Say, I would like to get back on that job again."
- B - 8 "As far as the job goes, it is very easy. It requires no mental strain as all a man has to know is enough to pick up a box and set it down again. I would much rather be in a department where I'd have to know something."

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- B - 9 "I do not like my present job because it is not interesting. A man is interested in his job about one day and that is when he is learning the job. The second day he knows the work and is able to turn out his rate. After that the job gets to be very monotonous."
- B - 10 "I am not very well satisfied with my job. It would be all right if they would leave me on one job, but I am changed around all the time. In fact, when I come in the morning I never know what I am going to do."
- B - 11 "There is no chance for promotion in this department. I would like to get a transfer to a department where I could learn something."
- B - 12 "I would like to get out of here. I do not believe it is a healthy place to work. I have worked here many years but I never feel right. Every year I am off several weeks. It wasn't so bad when they used the other compound but since they started using the new compound it is awful. Our eyes burn constantly and the water just runs from them. I took it up with the doctors here in the Plant, and they told me to see my own doctor, that my trouble wasn't caused by the work I was doing. Well, I went to see my own doctor, and he said I should get a transfer, as it was the kind of work I was doing that was causing my trouble. I went to see my own doctor and he had been treating me for stomach trouble for over five weeks."
- B - 13 "I wish I was put on a job where there would be a better chance for advancement in wages because if I ask for a raise they tell me there is no bogey on my job, that they don't know how much I make. I work hard because I want to get the work out and I don't get credit for the work I do. That is why I would rather work on a job where I could make a bogey and get credit for the work I do. I think if my work wasn't satisfactory, they wouldn't keep me here so long. I have worked on jobs that the rates were so high we didn't get a chance to come up for air because we couldn't lose a minute. To work so steady really tires one out at the end of the day."
- B - 14 "I don't like the job that I am on. There is too much responsibility for the little wages that we get out of it. There are not many of the fellows that do like it but once you get on this job there is no chance to get a transfer away from it. They keep putting more work on us all the time. They never think of giving us a raise."

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- B - 15 "I don't like my work very well. It is very dirty and it gets very monotonous. It is the only job I have worked on since I have been here. I would like to be changed around on different work so I would get more experience, then I feel I will have a chance to earn more money."
- B - 16 "There is not very much to learn in this department. It is the same thing over and over all day. I would like a transfer to the Electrical Maintenance Department."
- B - 17 "I got dreadfully sick trying to work nights. I couldn't sleep during the day and my doctor forbid me to work nights. My job worries me a whole lot and gets me nervous because I have to work so hard to get the rates out and half of the time I don't know what I am doing. With the trouble I have at home worrying about things I have an awful time trying to remember how to go ahead with my job again in the morning because there is so much to do. I feel like I would like to have a transfer to another kind of a job that would not require so much thinking but I guess it is useless. It seems like once they have an operator broken in on this job they are not so keen on letting them go to another kind of work."
- B - 18 "I don't like my work very much because I must do a lot of running around. We get mostly all small jobs and we have quite a few girls to take care of. I would rather work on the bench and make a rate and have less responsibilities. The work isn't so bad if the girls work on big lot jobs, then we don't have to do so much running around for parts and the boxes we handle are very dusty. It would be much better, too, if we had less girls to take care of. Sometimes when we have one girl less it is a great relief."
- B - 19 "The thing I don't like about the job is that our clothes get splashed with acid and it is very dirty. I just wonder if I couldn't get a job in another department."
- B - 20 "I don't like my present job because I have to stand all day and the work is very monotonous."

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- B - 21 "We work overtime every night. I have been off one night since we started working overtime about three months ago. I would like to get into a different gang where there are no girls as I know I cannot get ahead here with these girls. I wish I could get into a department where there are no girls. I don't like them. They get me crazy. It is run here and run there all the time every day. I have three hours' day work nearly every day and the boss is always kicking about it but what in ---- can I do?"
- B - 22 "As far as I have gone I don't think much of this job. There was a time when I thought a whole lot of it but I don't think anything of it any more."
- B - 23 "Shop work does not appeal to me. I have been here over a year and have always had a desire to work in the office."
- B - 24 "I used to like my job, but now it seems I do not get any good jobs; that is the reason I don't like it."
- B - 25 "This work is getting monotonous. It is too much of the same thing. I would like to have a job keeping books. I would like to have an output clerk's job. That is the kind of work I like."
- B - 26 "I do not like my job. I would like a job where I can get a chance to use my muscles and be more active. I do not like sitting in one place and doing a light job all day long. I would rather have a chance to work hard somewhere else and show what I could do."
- B - 27 "I have been on the job for so long that I am getting tired of it. The boss says he will try and get me something else, but I don't see much chance. There are so few jobs and the fellows stick pretty well."
- B - 28 "I do not like inside work, and if I could get a transfer to an outside job, I would take it right away."
- B - 29 "I don't like this job very well; it is altogether too hot and dirty."
- B - 30 "My present work is all right. I am not crazy about it because it is too noisy. I like my previous job better because it was clean and there was more to it. Most of this

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job left Hawthorne and I was given something else to do. I am not displeased with it, but I think I would like something else if possible. I must not say I dislike it, but I am not satisfied. I do the work because I have to work."

B - 31 "I would like a transfer to another department because on this job I have to keep pushing the part up to the machine with my chest and this makes it sore. I suppose I could get a transfer to another job in this department but the boys on the other jobs claim they cannot make any money."

B - 32 "I don't like my present job because we are working gang piece work and whenever we haven't very much work to do we only get our day rate. We used to have a higher day rate but they cut this when they made us work gang piece work so now when we haven't much work to do we don't make enough money to live on."

B - 33 "My job gets very tiresome. I would like to be on special work because those fellows get their average earnings as their day rate and work day work on every job. I have had some experience on this work and I would like it very much because I could be setting up some machines. A fellow has to figure out the best way to run these small jobs and I would like to be able to use some of my experience."

B - 34 "I would like to get a transfer to a department where I could make more money. I don't care what kind of a job I get or how dirty it is, if I can only make a little more money."

B - 35 "I have a high school education and when I started here I was doing trucking. I asked for a transfer and I got up here but I think I can handle a better job. I was told that I would be better off if I would be transferred to the Inspection Branch because a fellow with a high school education has more chance in that branch than he has in the Operating Branch."

B - 36 "The job I had before I like much better than the one I have now because it was one steady job all day and naturally it was easy to get our bogey out. I don't like the job I am on at all. The reason I don't like it

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is because the bogeys are too hard and too many different jobs. Sometimes our time on the bogey slips is all 1/4 hours and 1/2 hours."

B - 37 "I would not care to do this job all my life, I can tell you that, because it is hard and dirty. What I would like to do is be a mechanic, or learn a trade as a machinist. I don't think I could learn a trade here, because I have not enough education."

B - 38 "Well, I don't like this job. It's hard work, and small pay. When I first transferred in this department, I was running one of those machines, and I was making \$.54 an hour and piece work. Then the boss came along and took me off of that job and put me in the labor gang, and cut my wages to \$.47 and bonus. I told him I did not like that so well, because I have a wife and three children, and I can't live on such small wages. I got maybe \$30. sometimes \$32. a week. After Christmas I am going to get me another job here at the Western Electric in another department. I know the boss there, and I am sure he will give me a job operating a machine in his department. I worked in his department before. I run a machine there for about three weeks. That was a good job, and I made good pay. The bosses are all right here."

B - 39 "I don't like to work on the machine that I am on. Some of the work is light and some of it is awfully heavy and I am afraid that some day I am going to hurt myself by being ruptured because some of the material is heavy and that is why I don't like it."

B - 40 "If I could get in a gang or department where the girls are more congenial and I would be able to get in some overtime once in a while, I would be satisfied. As it is now, I am very unhappy where I am. I have no desire to come to work. I come because I have to."

B - 41 "I have asked the boss for a transfer to some other department where there is a chance to learn something at least. You can't learn anything on this job; there is no experience required on this work. I would prefer any kind of assembly or wiring work. Anything at all would be better than this. A person can't even wear any decent clothes on this job."

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- B - 42 "This is pretty hard work. It is nerve-racking. I am trying my best to stick it out. It isn't the kind of work I wanted but it is all they had for me."
- B - 43 "This job gets very tiresome because I have to sit still all the while I am working on it; I get bawled out from the boss once in a while for fooling around because I cannot work as steady as I should."
- B - 44 "Right now I am not satisfied on the work I am on. They needed someone on this job so my Gang Boss loaned me out. The work is so tedious and you never know when it is coming back. The rate isn't so hard to make but you get about half of the work back. That is so discouraging to me; when the work leaves my hands I want to know it is all right but it seems like the handling of it makes defects."
- B - 45 "When we run out of work, I am given a bench job, and I don't like this kind of work. Since we started to run out of jobs, I am getting disgusted with night work. The work I do around the Western Electric Company would not help me if I left the Company and went to work for another concern. For that very reason I would like a transfer to the screw machine department."
- B - 46 "This work is easy, but I don't like it because I can't get on to it. There is a knack in doing this work, but I can't get on to it. I can do a fair day's work, but I can't do what my bogey calls for or even come close to it. Nobody really does the full amount of their bogey, but some come close. There are fellows that started here after me that do more than I do. I am honest. I'll admit that I can't get on to the work."
- B - 47 "I am getting disgusted with this job and feel like going back to the farm. We are always short of apparatus and we either have to go home or hang around on our own time."
- B - 48 "This is what I am working on now. Just look at how tiny these pieces are. They are fifty-six thousandths over all. Now I am a man of two hundred pounds and just imagine me running such tiny pieces. The machine turns out one every three-quarters of a second. That is about twenty-four hundred an hours; - Why, I could easily get

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fifty of those pieces under my finger nails. Now I think the Company would benefit by paying more attention to such things. I am strong and easy going and I have large hands. Just imagine me running a fine fast job like this. It is enough to make a man dizzy. I feel that if they had placed me on one of those machines that produce large parts and run more slowly, I would do a more efficient job because I am more adapted to heavy work. On the other hand, there are a number of small men running machines which turn out heavy work, and no doubt they feel just as bored on that work as I do on mine. If we could be switched around according to our physical qualities as in this case, both the small man and I would be more contented, I am sure, and the result would mean more efficiency and better production for both of us."

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Transfer:

- C + 1 "Well, as far as I know, everything is all right in my department. As long as I have been here I have not seen an accident yet. I have never seen a scratch or anyone get hurt. I used to work on the bench and after working for one and a half months I asked to be transferred to the job I am on now. They took care of my transfer right away and I have had no trouble."
- C + 2 "This is one company that certainly gives a fellow a chance. This is the fourth department I worked in and I expect a transfer to another department as soon as they have an opening. I started here in one of the assembling departments and after a few months I was transferred to the Toolmaking Course. After eight months I decided I did not like it so I left the Company. I was rehired for a department in the Cable Plant but did not like it very well so they transferred me up here. I was not crazy about this job so they sent me to the Personnel Department and they promised me a transfer to the Electrical Construction Department as soon as they have a vacancy. There are very few companies would give a fellow all those chances."
- C + 3 "There is no fighting up here as there was down there among the men in the factory. When your boss says do something, you do something. He is the boss. I have been in the army a lot in Europe. Just the same as the army. The boss is all right. We have no trouble. All the men get along all right here. My boss is transferring me back to the department I used to work in. I like that. I asked for transfer, and I go back to buffing. He can't transfer me right now, but I know he will as soon as he can."
- C + 4 "I like the chance they give you to make a transfer rather than being laid off."
- C + 5 "I got transferred here. When I was in the other place I was sick. I have trouble here, on left side. I guess the acid made me sick. I breathe that stuff and it hurt my lungs. I could not stand it. Here get more fresh air. When I was in other place that acid steam give me headache, make me sick all over. No, I like it here. I pretty well satisfied now. I glad to get out of that department. I am feeling better, too, since I get out of there. I like it that they give me transfer out of there."

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Transfer:

- C - 1 "Up to about seven months ago, as soon as it would get a little slack, they would transfer me to another department. Just as soon as it would pick up again, I would be transferred back. I was transferred several times between the same two departments. I feel that this has hindered my progress, as I have not received a raise for four and one-half years."
- C - 2 "I know when they transferred me up here, they didn't ask me if I wanted the job; they just told me to go up here and start working. They did not give me a chance to look around. They wouldn't let me go to the Personnel either. I know at that time I could have found a much better job than this. I know two or three Foremen that would have given me a job. I didn't have to come up here."
- C - 3 "I have been up to see the Foreman about getting a transfer. The Foreman promises me that he will see about it but he never does. I don't want to stay on this job all my life. We have too much pulling of boxes around. The bosses always brought the work to us and took it away. We do all of that now."
- C - 4 "Employees in the shop are not moved around often enough. I know men from this department that have been on the same job for seven years and today they don't know much more than they did the day they started to work for the Company. When I worked in the office I was placed on a different job about every six months."
- C - 5 "I would like to get transferred to work where I could make more money. It seems that the more that a fellow wants to get transferred the harder it is to get one. I think they like to keep a fellow here so that they can laugh at him."
- C - 6 "I went up to the Personnel Department to see about getting a transfer to some other work, but they told me my rate was too high, and it would be impossible for them to transfer me to another department where I could make the same rate."

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- C - 7 "Then I worked over in Department ---- too for a while and I liked the work there real well. I have a notion to ask for a transfer but I am afraid to. They are working overtime here and they need the work. One of the girls asked for a transfer to that department but he said we were too busy and so I suppose there's no need of me asking. They make more money over there. When I was working over there, I made my \$42.00 a week."
- C - 8 "They furnish us gloves. That is so our hands will not get sore. I think that when we work on a job for a while and cannot make good on it that they should give us a chance on another job and see if there is something else that we could make good on but it seems that this Gang Boss has a grudge against me and he will not give me a chance for any other job."
- C - 9 "I used to work in the ----- Branch on a clerical job, but I left the Company and was away about two years. I really did not have any reason for leaving, I was younger then and wanted to roam around. When I came back to work for the Company I was put in an assembly department. I did not like the assembly work and asked to be transferred. I would prefer to do clerical work or inspection work but I was transferred to a machine department."
- C - 10 "We are doing so much more work than we used to years ago; still we are not making any more money. At one time I wanted a transfer because I wasn't making enough money. I had to go through so much red tape that I changed my mind. I worked here for so many years and never had a steady job. I just went from one thing to another and never had a chance to show what I could really do. I haven't made any headway. I never did think I could get used to this work when I first started. I am on a job now several months and this is the longest I have had any one job in my years of service."
- C - 11 "I applied for a trucking job or something like plumbing but I never heard any more about it. I would like to work on the outside but I guess you have to have about five to fifteen years of service before they will transfer you down there."
- C - 12 "I do not see why the men with long service are not given better jobs. The Company preaches about evening school, but it doesn't seem to mean anything when it come to a transfer."

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C - 13 "About the only way you can get transferred out of this department is by laying down on the job. I know one fellow over here who had a pretty good straight piece work job. He could make about forty dollars a week but he wanted to get an office job so he laid down on the job and the boss was glad to get rid of him. I saw him a few weeks ago and he told me that was the way he pulled it. He said he liked his new job real well because it was clean and he did not have to work very hard. He said, "What is the difference if a fellow does lose ten dollars a week if he has a nice job that he likes."

C - 14 "When I came to work for this Company I asked for a certain kind of work. The man at the Employment Office told me that he didn't have an opening on this job and he asked me to take the job in this department until there was an opening in the other. He said that he would get me a transfer as soon as they needed a man in the other department. I have been working here quite a while now and they haven't given me a transfer."

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Personnel:

D + 1 "My former job was a class of work which the Company recognized as a job which might be injurious to the health. I did the best I could to get the work out but I started to lose weight quite rapidly. The hospital noticed that I was losing weight and I think they ordered the Foreman to transfer me to another department. After I was transferred I began to feel better and I also began to pick up weight again.

"The Personnel Department took a fine interest in my case. I didn't think I would like the first job they showed me and told them so. They did not seem a bit put out because I did not like the job. They told me they wanted me to be satisfied and that they would keep looking around until they could find a job that would satisfy me. The next job shown me I thought I would like and accepted it. I did not lose any money by being transferred as my earnings here are about the same as they were in the other department. I like my present job all right. I am perfectly satisfied with it."

D + 2 "One thing I like about the Western is that your Gang Boss cannot let you out. He has to take it up to the Section Chief or to the Foreman and if they see you can't get along in the department they will send you over to the personnel. The personnel people will try to find something for you."

Personnel:

D - 1 "The impression the Personnel left with me was far from being favorable. Five big bosses were there firing questions at me. I told them that there were five against one, but I believe I could beat them all at their own game."

D - 2 "They talk about the Personnel Department and say it is run for the benefit of the employees but I can't see where it is because I never heard of any one getting a job through the Personnel people that was any good. I know they will not transfer you to a good paying job even when they are taking on new men from the outside. It looks to me as if they wanted to transfer a man to a job where they can't make so much so that he will quit."

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D - 3 "Some time ago I went to the Personnel Department to see if I couldn't get transferred to some other department and they told me that they would let me know if anything else came up. I never heard any more from them."

D - 4 "The Personnel man sure gave me a line of bunk when he transferred me to this department. He said the job was higher graded than the one I was on and that I could make more money. That was all the bunk. I would like to run into him some day and tell him just what I thought of him."

D - 5 "I was up in the Personnel two weeks ago and got the understanding I would get piece work. I had it for a few days and then was taken off. That put me in mind of looking for another job. Ther Personnel man said he would be down in about ten days to see about my piece work how I was getting along but he never did show up.

"As far as the job is concerned the job is all right only for the money. If I could get in somewhere else out of this department I would take it. I would like to get out of here and get something where I can make more money. I hate to quit but I will have to make more money. On that job I am on there is a lot of work for the money I am getting. You got to be at everybody's beck and call here, there and everywhere. You don't get very many idle minutes during the day."

D - 6 "I think that a man should have the privilege of writing to the Personnel Department at any time and inquire as to his standing and to find out if he is progressing or not and to find out what his chances are for getting ahead without having the department chief butting in and telling the Personnel Department his views and knocking on the men that he doesn't like."

D - 7 "I didn't work in this department long until I went to the Personnel and asked for a transfer. They told me they couldn't do a thing for me because there was something against my record. A man can commit a robbery and they will let him go and he can get a job, but just because I stuck for my rights they shove it under my nose every time I ask for something better. It is just like being boycotted."

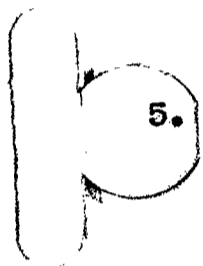
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- D - 8 "I dropped about twelve dollars a week since I have been down here in this department. The foreman sent me to the Personnel and they gave me a line of bunk. I'll never advance here. I once had a supervisor's job and it disappeared when they sent the work to Kearny. I went back on the bench and took a cut then. Then I took another cut when I came down here. The morale of all of us old timers is shot to pieces. The system of paying here in this isn't right. We have to wait two or three months sometimes before we get our money. They got my goat when the Personnel said that I would never advance. I know they are taking men off the streets and making supervisors out of them while us old timers are held back."
- D - 9 "Well, I am pretty well satisfied with everything in general. In fact, I am more satisfied with things now than I ever was. Our working conditions here are very good. They could not be better. The only time I thought I was mistreated was when all of the work in our department was transferred to Kearny. At that time I was sent to the Personnel Department for a different job and the man up there tried to railroad me and get rid of me as fast as he could. He made me believe that there were not many jobs open and that I had better grab the first one that came along. Well, he sent me down to a job in a store-room. When I got down there the Foreman interviewed me and after the Foreman explained what the job was I told him right out that I didn't think I'd like it as there was no future in it. After the store-room boss showed me around I could see that all of the men in there were old and gray and I knew that they had been there for years and if I went to work in there I would have to wait until all of them were pensioned before I would be promoted so I went back to the Personnel Department and told the man there that I didn't like that kind of work. He got pretty peeved because I didn't take the job and he told me that the reason that I didn't take the job was that I was too lazy. Well, that made me so mad that I felt like poking him in the nose. After that I was offered my present job and I accepted it immediately and I have always been glad that I did. I hope I never have to deal with the Personnel Department any more. In fact, if ever I have to deal with them again I would rather quit than go up there."

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- D - 10 "They sent for me in the Personnel Department and I said to myself, 'What do they want?' I went up there and the man said to me, 'I see by your record that you know something about automatic screw machines.' How would you like to go down there?' and I said, 'Nothing doing, I am satisfied where I am at.' He said, 'Now listen, I know you are going to like this job. It is a better job than you have and I know that you are a married man and I wouldn't try to tell you that it is a good job if it isn't.' I said, 'If you want to do what is best for me let me stay where I am at.' Well, he tried to bully me into taking the job and I'll tell you what he reminded me of -- a Chicago Cop, and the more he insisted that I take the job the more determined I was that I wouldn't take it so finally we couldn't come to an agreement and I told him to give me a couple of days to think it over and he said, 'All right, that would be fine' so I went home that night and talked it over with my wife. We finally decided against it."
- D - 11 "That's one thing I don't like about this place. If a fellow has a drag here, he can go to the Personnel or employment office with his little slip and get a good job. Why I know fellows that have been hired as expert wiremen that have never had a soldering iron in their hands."
- D - 12 "I worked in one department for many years and the work was moved away so I had to be transferred. When I was brought in here I was misrepresented to the Foreman by the Personnel girl. She told me not to say anything about being off so much as I would not be taken. I had been off some time before on account of illness. There was not much work throughout the Plant and it was hard for the Personnel to get jobs for us. I was not so strong and couldn't do every kind of work I was given, but I think it would be better if she had told them about my sickness."

AB



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

All comments on the facilities provided by the Company for selling food to its employees have been classified to this subject.

Interviews Analyzed	- 10,300	Men - 6,800	Women - 3,500
Total Comments	- 543	Men - 201	Women - 342
Total Favorable Comments	- 357	Men - 129	Women - 228
Total Unfavorable "	- 186	Men - 72	Women - 114

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. The food at the restaurant is good	9	11	
2. The lunch counters are convenient	15	60	
3. The restaurant prices are reasonable	8	3	
4. The lunch counters sell good food	2	31	
5. The restaurant is a fine place to eat	21	31	
6. It is nice to be able to buy hot and cold drinks at the lunch counters	4		
7. The lunch counters are handy in bad weather	1	5	
8. Enjoys working in the Company Restaurant		9	
9. Restaurant is very convenient	4	15	
10. Have a good restaurant at 13th St. Plant	8		
11. The lunch counters are sanitary	1	3	
12. Eat at the Company Restaurant because the food is home made	1	3	
13. The new "truck lunch counter" is fine	4		
14. The lunch counters at night are fine	1	13	
15. Have a good restaurant at the Cable Plant	2		
16. The Company Restaurant is nice and clean	3	8	
17. The prices are reasonable and food is good at the lunch counters and restaurant	32	23	
18. Nice to be able to order our lunch and have a boy bring it to us		5	
19. Appreciate the restaurant being open for the night help	2	5	
20. Enjoy the music in the restaurant at noon		2	
21. Appreciate the privilege of smoking in the restaurant	1		
22. Have improved the "waiting line system" at the lunch counters here		1	
23. The prices at the Company Restaurant have been cut considerably lately	1		

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<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1. The lunch counters are inconvenient for some departments	2	20
2. The prices at the Restaurant are too high	31	40
3. The lunch counter prices are too high and food is not long first quality	2	10
4. Lunch counters are too crowded and takes so long to get waited on	6	67
5. The Restaurant is too crowded and takes so long to get waited on	5	14
6. Officer at lunch counter does not handle the crowd right	2	
7. Lunch counters run out of food many times	1	5
8. Should have a la-carte service in each department for night workers	1	
9. Should have a special milk and coffee line	2	4
10. Should not allow men to smoke while in line		1
11. Food at lunch counter not prepared soon enough must wait for it.	1	
12. The milk bought at lunch counters is not clean	1	1
13. Food at lunch counters at night is not so good		2
14. Should have cafeteria service at 13th St. Plant	1	
15. Dangerous for people coming upstairs with milk and coffee at noon	2	
16. Lunch counter coffee is not so good		4
17. Get food of poor quality at restaurant many times	2	8
18. Should have lunch counters for night workers	1	1
19. Should have a lunch counter on this floor	1	7
20. Men should not smoke in the Restaurant or only in one part at least	1	4
21. Restaurant should be centrally located		3
22. Dishes in Restaurant are not always clean	2	
23. Shop people should be allowed to go to lunch 15 minutes ahead of the office force		2
24. Do not eat at the Restaurant and lunch counters because they are so crowded	4	16
25. The lunch counter is right in front of the clock and it causes a terrible congestion	1	
26. Never change the menu at the lunch counter		1
27. Do not like to work at the Restaurant since they started the new checking system		1
28. When you are late getting to the Restaurant you get all left-overs	1	
29. Have a hard time getting coffee at night		1
30. We should be allowed to send someone for our lunch ahead of time, same as other departments	1	
31. The restaurant at Hawthorne is better than at 13th Street.	1	

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	<u>Unfavorable (Cont'd)</u>	<u>Men</u>	<u>Women</u>
32.	Lunch counters will not take an order ahead of time unless it is for two dollars or over		2
33.	Those who quit at 3 P.M. should be able to get a meal at the Restaurant	1	

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TYPICAL COMMENTS ON RESTAURANT

Favorable

1. "One thing about the restaurant, it's always nice and clean and homelike, and the stuff is well cooked. It's a whole lot better than going across the street to one of those greasy Greek dives. I get pretty tired of restaurant meals, and this is about the nicest place that I find to eat."
2. "We have a lunch counter in this building and it comes in handy at noon time."
3. "I take most of my meals at the restaurant and find the prices are very reasonable especially when you consider the quality of food that they serve."
4. "And since they have given us lunch counters I never think of dragging lunch from home. Why should I? I can get much better stuff here and it doesn't get stale from laying around wrapped up."
5. "The restaurant is a fine place to eat. I do not think you can beat it any place."
6. "I bring my lunch and eat in this department and after that I go to the lunch counter to get a cold drink on a warm day and a warm drink on a cold day. I think it is nice to have the lunch counter, to get that service, and we get a little recreation walking down."
7. "I like the way they have lunch counters in this department. In the winter time it is very convenient to be able to step over here and get some lunch without going out."
8. "I sure enjoy working in the Company restaurant. The exercise I got over there helps me a lot. And I also enjoy the food I get to eat there."
9. "I think we have a fine restaurant here. It makes it very convenient for the girls at noon."
10. "We have a very good restaurant. You cannot get anything better for the price they charge."
11. "Instead of running outside for lunch at noon, I buy from the counters here. They handle all their goods in a very sanitary way."
12. "In regards to the food served in the Company restaurant, I would say it is delicious. It is just like mother's cooking and it is one of the things that makes this an ideal place to work."

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Favorable (Cont'd)

13. "They have a cart over here and they bring us sandwiches and coffee from the restaurant and I think that is nice. It saves us from having to run over to the restaurant. I always buy coffee and sometimes I buy sandwiches. I think that is one thing that they have that helps us night girls along."
14. "The lunch counters that provide us night men with eats are very fine."
15. "I still go to the Cable Plant to eat my lunch. I like the food there and I am well satisfied with their prices."
16. "The restaurant is always very clean. That is something that you can't say about the restaurants across the street."
17. "I also like the restaurant facilities they have here as I make use of it every day and I think the food we get here is very good and that the prices are very reasonable."
18. "We can buy coffee or milk here at the lunch hour without any trouble. The fellow from the next room takes our order and gets it for us. I think that is pretty nice."
19. "I think it is very nice of the Company to run a restaurant for the night gang. They serve good food and the prices are fair."
20. "I think it is nice that the Hawthorne Club has a musical program at noon and now that they are giving us a loud speaker in the restaurant, it will be ever so much better. We can all enjoy the music while we are eating our lunch."
21. "I think smoking in the restaurant is fine, especially in the winter time as we don't have to go out in the bad weather to enjoy a good smoke."
22. "They have a little better system now at the lunch counter. The man who watches makes everybody wait in line and not sneak ahead of others like some would like to. And they have made other aisles to pass through so as to give quicker service."
23. "The prices at the Company restaurant have been cut considerable within the past fourteen days. I have had so many complaints about the restaurant but it seems that they have made a change."

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Unfavorable Comments

1. "I would like to buy my lunch from the counters, but these counters are so far away that it takes so long before I would get there, get waited on and get back. The lunch period is too short for all of this."
2. "I think the prices at the Company restaurant are unreasonable. I eat in the cafeteria section and it costs me about fifty cents for my lunch every day. The food is good but I think they could serve good food at lower prices."
3. "I think the conditions at the lunch counter at gate six are terrible. I have returned a sandwich several times for lack of meat. I have also returned a piece of pie that evidently had been cut the day before and was not fit to eat. The coffee and hash we get there are cold."
4. "And another think they have a poor system at the lunch counters. The lunch counter is in here and we have to stand and wait way out there and then by the time we get here and get waited on, what you want is gone. They won't let you stand any closer than right there, and then your lunch time is pretty near gone too. Then by the time you get back, why you haven't time enough to eat it."
5. "I have something to say about our restaurant. The service is terrible. It takes me about forty-five minutes to get in line over there. I am sure they could improve on their present method if they wanted to."
6. "There is no order at the lunch counter nearby. The officer don't make the people line up the way he should. The one we had before this one was on the job and things worked out much better."
7. "I bring my lunch from home because then I know what I've got. Here if I go to the lunch counter I waste a lot of time waiting in line and then I don't know what I'm going to get after I do get waited on. Most of the time there is nothing, or else it's what nobody else wants."
8. "I think this new service ~~a-la-carte~~ coming to the department at dinner for the day employees would be a fine thing for the night employees at lunch time. We have to go down to the second floor, and then stand in line. It is a long line too. Sometimes it takes fifteen minutes to get it. That leaves only fifteen minutes to eat. It seems as though it would be a paying proposition for the Company too."

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Unfavorable (Cont'd)

9. "I have to spend a lot of time trying to get a bottle of milk at the counter here. The fact is it takes so long that I would rather do without it. I suggest that they have a separate counter for the milk and coffee and I think they could keep the line moving much faster this way."
10. "When we go to lunch at the cafeteria the men stand in line and smoke. Naturally we inhale it. I don't know whether that is all right or not. By the time we get our lunch we don't feel like eating it. I have never seen that done anywhere else."
11. "The service at the lunch counter we have here is very slow. The food is not prepared on time. The ladies that get here to make sandwiches do not make them up until the last minute, and when the whistle blows we have to stand in line ten or fifteen minutes and sometimes longer before we can buy a few sandwiches. That uses up most of our lunch period. Then we have to gulp down our food in a hurry in order to have a few minutes to go out and have a smoke or a little rest."
12. "When I bought milk at the Company lunch counter, I would find particles of dirt and bristles of a brush in the milk. This milk came from the Douglas Milk Company. All the fellows get disgusted and we bought milk outside for the noon from Bowman Milk Company."
13. "The food we get from the lunch counter at night is not so good. The coffee tastes stale and there is hardly any cream in it. Things are so much better on days."
14. "I think it would be a very good idea if we had cafeteria service here. I know that many of the boys would like it. The Hawthorne Restaurant could make up the food and sent it over here every afternoon."
15. "Then they have another thing here, the delivery of milk at noon hour. They come upstairs there when all the fellows are going down so you can hardly go down the stairs. They ought to get the milk up before or else after we have gone down. It is liable to cause a serious accident. One day one of the fellows dropped a bottle of milk from the third floor to the first and just missed a fellow's head. It might have killed him if it would have hit him."
16. "The coffee they sell us here at the counters is so black and tastes like it has been warmed over about four times. I bought it once and tried it but never again."

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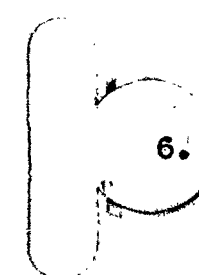
17. "I quit eating at the Company restaurant. I went there many times and they gave me a roast beef sandwich that wasn't that thick (meaning one-half inch). I could have bought a better sandwich across the street for half the price and the milk was always two or three days old. Even the bread was far from being fresh. I am certain that the night force gets the left overs from the day customers at the restaurant."
18. "The lunch counter don't do us a lot of good, but it's a very good thing for the day men. If we had it going at night, it sure would be a great thing for us too."
19. "They ought to have a lunch counter in every department because now it takes me so long to get waited on because the line is so long and by the time I get there, the best of the lunch is gone."
20. "Something ought to be done about the way the men smoke here in the restaurant. We just about get our meals to the table when the men are all smoking. The room is full of smoke while we have to eat our lunch."
21. "The restaurant here is too inconvenient for the girls at the south end of the building. I think it would be much better if it was centrally located."
22. "The dishes in the restaurant are not clean. Sometimes when I look at the cup my coffee is in, I cannot drink it. My appetite is spoiled."
23. "I think that as much as we that are in the shop and only have forty-five minutes for lunch, we should be permitted to go to lunch a quarter to twelve the same as we do on Saturdays. This I think would relieve this rush at the Company restaurant. The office people have one hour. They get in the line ahead of us, and I have to get back. Sometimes I am away out in the street. I suppose the office people figure that the sooner they get through with their lunch they can go out and play horseshoes or enjoy the noon hour program. We can never have any such recreation. I am not able to enjoy the noonhour program just because I have to wait in line before I can get any service. Then I have to run back, and I just make it 12:45. We never get a chance to hear the musical programs at all."
24. "The line at the restaurant is very long at noontime. That is the main reason why I don't eat there, as I like the food better there than on the street."
25. "They have the lunch counter right in front of the clock. This tends to make a terrible congestion there at noon with the fellows trying to get to the clock, others trying to get to the lunch counter and still others trying to break through the lines to get to their lockers to get their lunch. In addition to this, the men working on

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25. the new building, out here in this construction gang, come in from four to five minutes before quitting time and line up in front of the lunch counter. This does not give the employees of the Company a break."
26. "I buy my lunch at the counter. Do you suppose they will change the menu some day? It is the same thing every day since I have been here - hash, beans, spaghetti."
27. "I like the noonhour programs. I think they are fine. The music is great. I went over to the restaurant and worked through my noonhour, but since they have started the new method of checking, I don't like it. The girls just push you out of line, and they muss up your trays. When you get back to the tables, the people whom you are serving complain, so I thought I would take a rest at noon-time rather than go over there and work anymore. It seems to me the girls are quitting one right after the other."
28. "Nearly every night it is four or five minutes before I get punched out, and I am not the last one either. In every department I ever worked we had just the same trouble at the clock. When you are late getting over to the restaurant, you get all the left overs; and when you are late getting out of here at night, you are in a terrible jam."
29. "We have a very hard time getting coffee at night. I just don't know what the reason is."
30. "I have noticed that in some departments they have boys who take orders for sandwiches, pies, fruit, and coffee, and then go to the lunch counter shortly before noon for these things. I think if this is permitted in some departments we should have the same privilege."
31. "I like Hawthorne better than this shop. At Hawthorne we had noonday programs and a better restaurant. A man could see more things than over here."
32. "Another thing that's nice is that they have a lunch counter for us. Only just lately they started some new sort of a system that sounds awfully foolish to me. I don't get the idea. You can go there ahead of time wanting to get a lot of food for the other people; unless you have a two dollar sale, they will not take your order. This is perfectly all right if you go after the whistle blows, but then there is such a mob. There's about two hundred people waiting in line and, of course, with only thirty minutes for lunch you are out of luck, but I really do like to buy the lunches here. I can't eat a dry sandwich and I like to get their soup and coffee, but boy oh boy, they do charge plenty for some cuts of pie. Fourteen cents for a cut of pie. Why, that's ridiculous for pie in a place like this."

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33. "I don't know why it is that we can't get anything to eat in the restaurant at three o'clock in the afternoon. I think that those of us who quit at that time should be allowed to go to the restaurant and get our meal."



August 13, 1930.

SUBSTANCE ANALYSIS OF COMMENTS ON SAFETY AND HEALTH
TAKEN FROM OPERATING BRANCH (1929)
EMPLOYEE INTERVIEWS

All comments regarding any disagreeable or dangerous condition which threatens the body or health of individuals have been classified to this subject.

Interviews Analyzed	- 10,300	Men - 6,800	Women - 3,500
Total Comments	- 4,029	Men - 2,463	Women - 1,566
Total Favorable Comments	- 821	Men - 552	Women - 269
Total Unfavorable "	- 3,208	Men - 1,911	Women - 1,297

	<u>Favorable</u>	<u>Men</u>	<u>Women</u>
1. Bulletins a good preventative weapon.	23	3	
2. Machines are well guarded.	144	28	
3. Company protects worker against heavy lifting.	7	1	
4. Good lights prevent eyestrain.	1	2	
5. Safety shoes O.K.	21	1	
6. Safety and Health policies and practices, in general, O.K.	98	31	
7. Work operations not injurious, dangerous nor unhealthy - agrees with operator.	23	36	
8. Drinking water O.K.	2	0	
9. Goggles a good thing.	29	70	
10. Gloves a good thing.	6	1	
11. Have good fire drills and fire prevention system.	17	5	
12. No eyestrain on job.	2	4	
13. Company furnishing clean overalls, shirts, shoes, sleeves, and eye shades a good idea.	65	6	
14. Employees are taught to work in a safe way.	10	4	
15. Hairnets and head-bands keep hair out of danger.	1	15	
16. Remodeled building a healthier place to work - floors easier on feet.	0	20	
17. New style stacking pans safer than old - pile cannot be tipped over as easily as old style.	3	0	
18. Physical examinations of new employees protects health of present employees.	0	4	
19. Health improved since rest periods instituted.	3	5	
20. Monthly physical examinations a good idea.	4	0	
21. Personal cleanliness forestalls pimples and infections.	3	0	
22. No chance of getting slivers in hand when picking material off hard wood floors.	1	0	

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	<u>Favorable (Cont'd)</u>	<u>Men</u>	<u>Women</u>
23. Job objectionable at first due to fumes, physical soreness, or eyestrain but satisfactory after getting better acquainted with work.		4	6
24. Safety First Program a good thing for employees.		33	1
25. Prompt medical attention to minor injuries or illness forestalls more serious complications.		5	4
26. Everybody falling in line in orderly manner to punch clock forestalls accidents.		0	2
27. Walking to and from work healthier and safer.		0	4
28. Cleaning machine daily prevents accidents.		1	1
29. Boss a "crank" on safety - protects operators against accidents.		2	0
30. Materials used are not injurious to health.		1	0
31. Sawdust on floor prevents slipping.		1	0
32. Goggles found to be satisfactory after getting used to them.		1	1
33. Western Electric more advanced than other companies in Safety and Health practices.		41	14

	<u>Unfavorable</u>		
1. Smoke, fumes, heat and dust hurt eyes and lungs.	129	54	
2. High speed to make bogey or piece work rate causes injury or illness - take chances.	25	41	
3. Machine not properly guarded.	37	2	
4. Smoke and fumes cause aches and illness.	153	88	
5. Oily and wet floors dangerous.	22	11	
6. Clock congestion dangerous.	61	26	
7. Improper light causes eyestrain - accident hazard.	94	68	
8. Improper tools dangerous.	13	1	
9. Pranks of fellow-workers lead to injury.	4	1	
10. Night hours undermine health, cannot sleep days, stomach upset.	40	62	
11. System and means of lifting or conveying work dangerous.	45	4	
12. Pans, stock, trucks, scrap, etc. in aisle a fire, accident, and health hazard.	87	102	
13. Ventilation and temperature cause illness.	215	95	
14. Locker and washroom congestion dangerous.	33	19	
15. Running out of Plant dangerous.	5	5	
16. Work operation makes parts of body sore.	53	96	
17. Overtime undermines health, ruins eyes.	13	2	
18. Locker and washroom location, space and equipment an accident and health hazard.	81	17	
19. Oil causes sores, affects health.	25	4	
20. Hairnets or headbands unsatisfactory.	0	69	
21. Have too heavy lifting.	34	33	
22. Chances of burn on job.	24	10	

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	<u>Unfavorable (Cont'd)</u>	<u>Men</u>	<u>Women</u>
23.	Lack of working space dangerous.	47	23
24.	Close work causes eyestrain.	53	36
25.	Type or condition of floor an accident or health hazard.	53	29
26.	Glasses are objectionable.	124	244
27.	Gloves or rubber fingers are objectionable.	8	1
28.	Chance of injury on job.	19	16
29.	Job is unhealthy, dangerous.	69	15
30.	Job materials injurious, unhealthy.	70	36
31.	Chairs and stools inadequate or hazardous.	7	7
32.	Crowded lunch counters hazardous.	0	2
33.	Drinking water too cold, too warm, bad taste.	14	4
34.	Machinery and tools in bad shape.	15	5
35.	Crossing street near Plant dangerous.	4	3
36.	Noise a strain on nerves.	2	2
37.	Delivery of milk hazardous at noon hour.	1	0
38.	Condition of equipment dangerous.	11	1
39.	Overtime - late meals - indisposition.	2	0
40.	Stock piled unsafely.	11	5
41.	Fire prevention inadequate, dangerous or unhealthy.	10	1
42.	Toilet booths should have locks to prevent doors from being pushed inward and bumping occupant.	0	1
43.	Should have first aid kit in department.	3	0
44.	Sitting all day unhealthy.	1	1
45.	Safety shoes unsatisfactory.	13	0
46.	Don't get gloves often enough - or always get argument when requesting new gloves.	6	0
47.	Employees are careless.	11	6
48.	Position of equipment hazardous.	11	4
49.	Should have goggles	4	0
50.	Mask or respirator objectionable to wearer, not effective, causes skin to become tender.	6	0
51.	Standing or walking all day or night injurious to feet or health.	8	8
52.	Spit is accident and health hazard.	3	9
53.	Jam getting on street cars dangerous.	1	4
54.	Operator treats minor scratches and cuts himself - keeps bottle of iodine handy at machine.	1	0
55.	Work is too heavy - losing weight.	7	1
56.	Foreman refuses pass to hospital when ill.	1	0
57.	Leggings not satisfactory - should furnish leather anklets or spats.	3	0
58.	Cuffs, shirts and overalls not laundered frequently enough.	14	1
59.	Foremen preach safety but adopt a very harsh attitude towards operators who have and report accidents - causes operators to treat minor injuries themselves or not report them.	5	2

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	<u>Unfavorable (Cont'd)</u>	<u>Men</u>	<u>Women</u>
60.	Broken machine guards or equipment not repaired promptly.	10	1
61.	Company should furnish overalls, shop coats, aprons, eye shades, acid-proof sleeves, shoes, masks, caps and gloves.	21	1
62.	Open electrical switches on machines dangerous.	2	0
63.	Skylights should have screens on them to prevent glass from being broken by falling objects and striking operators working below.	1	0
64.	Should have a departmental safety committee composed of operators to investigate accident hazards and recommend changes.	1	0
65.	Congestion of employees getting in elevators dangerous.	0	1
66.	Distribution of overalls not handled satisfactorily.	6	0
67.	Should examine operators handling poisonous material periodically to forestall serious illness	1	0
68.	New men endanger experienced operators - should be in a separate group.	1	0
69.	Bosses do not make operators "safety conscious" - not interested whether operators get hurt or not.	5	1
70.	Fellow-worker careless when sneezing or coughing.	1	0
71.	Changing shift hours upsets living routine, resulting in loss of sleep, upset stomach, general run-down condition.	5	0
72.	Should make a periodic inspection of all tools, machines, guards and wiring of machines to see that they are in proper condition.	3	0
73.	Should have one individual assigned to each department to see that "Safety First" is practiced at all times.	2	0
74.	Supervisor does not instruct men in safety method.	2	0
75.	Lunch hour for night force too short - does not allow sufficient time to eat and a short rest-- feel upset if starting to work too soon after eating.	2	1
76.	Operators are always blamed for accidents.	3	0
77.	Stairs not having safety treads are accident hazards.	1	0
78.	Safety signs considered a joke by operators as Company not interested in safety of operators.	2	0
79.	Shoes furnished by Company not satisfactory.	4	0
80.	Should change operators monthly on certain hazardous jobs to forestall ruining health completely.	1	0
81.	Guards provided cannot be used.	1	0

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	<u>Unfavorable (Cont'd)</u>	<u>Men</u>	<u>Women</u>
82.	Should have physical examination of all employees.	2	0
83.	Job is hard on nerves.	3	0
84.	Badly injured operator put back to work after receiving medical attention.	2	0
85.	"Red Tape" discourages reporting minor injuries.	2	0
86.	Material used to wash overalls irritates skin.	1	0
87.	Lack of system in distributing material direct to operators opens possibility of accidents.	1	5
88.	No action taken on operator's accident hazard complaint.	1	0
89.	Should examine eyes of operators periodically who work on close work.	1	0
90.	Noise impairs hearing.	2	1
91.	Outside work considered healthier than inside.	3	0
92.	Guarded machines have a tendency to make operator careless.	1	0
93.	Exit Building 22-1 too small.	1	0
94.	Should force girls to pin hair back.	0	1
95.	Company should sell safety shoes cheaper because they save the Company money by preventing foot injuries.	1	0
96.	Should force all operators in certain departments to wear safety shoes.	1	0
97.	Operator not permitted to leave machines to go to washroom results in feeling sick	0	1
98.	Washing hands at machine dangerous - wet hands slip easily resulting in injuries.	0	1
99.	Objectionable to work with sick or diseased people.	2	1
100.	Operator wears ordinary glasses - supposed to wear safety glasses.	0	1
101.	Mean operators cause nervous breakdown.	0	1
102.	Operator sick but comes to work so as to protect service record.	0	1
103.	Safety bulletins do not accomplish enough.	1	0
104.	Seeing another operator get hurt makes others nervous.	0	1

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TYPICAL COMMENTS ON SAFETY AND HEALTH

Favorable Comments

1. "The Company is doing very good work along the safety lines. The posters on the bulletin board remind a fellow that it does not pay to get hurt."
2. "I think this is a very safe place to work, because all of the machines are well equipped with guards."
3. "They look after you very well here and see that you do not overlift and hurt yourself. They have spoken to me about this more than once."
4. "This department is well lighted and you don't have to be afraid of straining your eyes."
5. "I wear safety shoes and think they are fine. Some time ago there was a coil of wire on top of the machine and it fell down and struck the top of my safety shoe. I thought then of what would have happened if I had my old shoes on."
6. "This Company is wonderful compared to the concern I worked for before I came here. I really learned the trade at the old place but they don't even start to compare with the Western Electric. We did not have the safety devices we have here. This Company furnishes us with leather aprons, sleeves, gloves, and goggles. A man can't get hurt even if he tried. This Company sure is interested in their employees. They don't want anyone to get hurt. In the old place we had to do our own repairing. Here we have men repair whatever is needed. They sure have a wonderful safety system here. If a man lives up to the Company's safety devices he will never get hurt."
7. "I like this job because it agrees with my health. It is clean and the work is not heavy. I am considered an expert along my line and I take great pride in turning out a good job."
8. "I like the new way they have of treating the drinking water, and making it safer for the employees to drink. I understand that they are killing all the germs in it, and I think it is a very sensible thing for the Company to do."
9. "It is a good thing that the Company is strong for safety. They furnish me with a pair of glasses, so I cannot injure my eyes. One of the boys in the next room lost an eye because he did not have his glasses on."

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Favorable Comments (Cont'd)

10. "I like the system they have here. The Company gives us gloves and tape and it keeps from getting your hands cracked and getting cut up."
11. "I never dreamed there were so many safety devices for the prevention of fire until I came here. You can't turn around without bumping into some fire bell, sand or water bucket and there are several large fire hoses located in my section. On my old job there were six windows located in one end of the room and a large door at the other end of the building. Forty-five men worked in that department and they never thought of having fire drills. The only fire protection apparatus they had there was an old garden hose which extended along one side of the building supported here and there by nails."
12. "This is new work to me and I tried to get a job like this for quite a while and the Assistant Foreman we had in this department at one time asked me if I would like to do this kind of work. I told him I would like it very much because on this job I don't have to strain my eyes like I did on the other one I had and they feel a whole lot better."
13. "We are well satisfied with the overalls, and now that we get clean ones every day it sure is fine in the summer time. We wouldn't kick so much on account of their being dirty but they were always wet and had no chance to dry out. It sure is much nicer to have clean dry ones to put on in the morning. I used to hate to come to work in the morning knowing my overalls were wet and sticky."
14. "The night chief sure tries his very best to prevent all accidents. I believe he is interested in the welfare of all employees. Once I cut my finger a little bit and once I got something in my eye. I went to the hospital both times. We have to go when we get hurt in this department for if the chief sees anything wrong or we have anything tied around our finger, he will send us down to the hospital right away."
15. "I am well satisfied with the head bands the Company furnishes for the operators. I think they are a great protection."
16. "The building we are working in now is much nicer than the old building we worked in before. The light is good and the ventilation is much better. We seem to have more floor space and more room for our stock. I am glad we got away from those old cement floors. They were so hard on our feet. They seemed to tire us out more."

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Favorable Comments (Cont'd)

17. "The old style pans they use here are dangerous. We pile them ten high sometimes. Just last week someone knocked a pile of pans over that were filled with small piece parts. If some of the operators had been near they might have been hurt seriously as some of these pans are very heavy. The new style pans are built square and have no chance to dip or rock like the old ones."
18. "I think the Company uses good judgment with everything they do for their employees, especially the physical examination every one has to take before they can be employed here. It protects the people working here."
19. "The rest period is very good because I know many of the girls would never leave their bench so they wouldn't lose any time and fall back in their bogey and it isn't any too healthy for anybody to sit all that time without going to the washroom."
20. "The Company keeps a very close watch over the men in this department. We are sent to the hospital every month for a physical examination and I think this is a very good idea because if you discover an illness before it gets a good start it is easy to knock it in the head."
21. "Some of the boys do not take time to set the oil so it won't splash. Of course, in a week this outfit gets pretty dirty, but I always change my clothes clean down to my underwear before going home. I get washed up slick too. See, my arms are not gray like most of the other fellows. I wash thoroughly every day. I notice too, that when they get a cut or scratch they get an infection right away. I guess that is because the dirt imbedded in their skin gets into the scratch. I never yet have had an infection, and have only been to the hospital about five or six times in all my time here."
22. "The department is nice and airy. We have hard wood floors and there is never any danger of getting slivers in our hands when we lift stock from the floor."
23. "When I first worked on this job, my eyes bothered me some, but after I became more accustomed to the work they stopped bothering me. I soon learned that it was useless to look too close at the work."
24. "One of the things that appeals to me most is their Safety Campaign. They are after us all the time here in regard to Safety."

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Favorable Comments (Cont'd)

25. "The Company surely sees to it that none of us get any infections. I got a sliver in my finger one day and the Gang Boss sent me to the hospital. I thought that was a joke, but I guess that was the safest."
26. "They have a wonderful system of making the help form in line when going to the clock. This saves a lot of people from crowding and others from getting hurt."
27. "I live about four miles from here and I walk home every evening. I sit all day and I enjoy the walk. I think it is good exercise. I never walk with anybody. I enjoy walking alone. I am so used to being alone because I was alone for many years and I don't mind it."
28. "The work is easy but we are not allowed to clean our machines after 4:30 and if we clean it before then by five o'clock it is dirty again so we don't clean it until in the morning before we start working. We must clean it every day because when it gets dirty it won't run smooth and there is a danger of us hurting our fingers."
29. "There is one thing about our boss, he sure is a crank about safety. I have seen him come over and shut off a machine that I had just finished setting up. He'd ask the operator who set the machine and then he'd call me over and ask me if that was the way the machine was. Of course, I'd tell him it was, then he would say, 'Well, have a better guard put on. We don't want these men to get hurt.' I think it is fine to have a boss interested in safety."
30. "I believe the compounds we use here are good for our health, as I always have a big appetite and I never feel ill. I get along good with the other fellows. We are just like one big family here. The work isn't hard or disagreeable in the least."
31. "I like the idea of putting sawdust on our floors because that prevents us from slipping."
32. "Now that I am used to wearing glasses I would not like to work without them."
33. "I like to work for the Western Electric Company better than any company I ever worked for before. I think the Company does everything possible to protect its help from danger. The last place I worked was very dangerous and nobody bothered about trying to avoid this trouble."

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Unfavorable Comments

1. "There is only one improvement they could make around here and that is to do something about the fumes that come from the compound. They burn my eyes and make the tears run and it is especially bad when the skylights are closed."
2. "I have to work on a good many rush jobs and I don't like this because I usually hurt myself. I get to going pretty fast and I suppose I get careless. About a week ago I took the end of my finger off because I was trying to get the job out in a hurry. I don't think that they should be after us all the time to go faster than we usually do as we are so liable to get hurt."
3. "I think some of the machines here are not guarded well enough. You can look around at the machines and see plenty of chances for an accident. We have had new machines installed months ago but there are no guards put on them as yet. When a man gets hurt there will be an investigation and then guards will be put on in a hurry and someone will want to know why there were no guards on there. I think that guards should be put on before the accidents happen and not after as then it is too late."
4. "I do not like my job because the acid fumes are ruining my health. I am getting to feel so bad, that I cannot eat anything. I am losing my appetite, and for the last two or three months I have been eating scarcely anything. I went down to the Company doctor, and he examined me. After he got through, he gave the nurse instructions to tell me not to eat any more meat or eggs, but he assured me there was nothing wrong with me. Still I cannot eat, and do not feel well. I then went to my family doctor. He tells me that I am a sick man, and that I have acid in my blood. He thinks it is from the inhaling of acid fumes on my job. I don't like to complain about the job; I would do any other kind of work, no matter what it is, just so I can get away from the acid fumes. I like to work here, and would not like to leave the Company just because they will not transfer me to some other work which will not be injurious to my health. I have a family to take care of, and I am afraid that if my health is ruined that I am going to have a hard time later on providing for them. I wish the Company could see the thing the way I do. I know that they would put me somewhere else, so that I could make a living for my family."
5. "They have safety signs around, but there is nothing safe about walking on a tin floor which is covered with oil. To make matters worse, the janitor sweeps about three o'clock and then we have a bare floor to walk on. Before he sweeps there

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Unfavorable Comments (Cont'd)

is sawdust on the floor. The floor stays bare until the night gang goes to work and they cover the floor with sawdust. Why couldn't they sweep between five and five forty-five? That way we would have sawdust on the floor at all times. I don't want you to think I am a chronic kicker because I have told you this, but I think it is a good suggestion for the safety of men in the department. A man can't walk on tin and oil and be perfectly safe."

6. "There are too many men on one clock and I don't see how it is that no one gets hurt. The way they run for that clock when the whistle blows at five o'clock it is like a rush of wild cattle so for that reason I think that it would pay the Company to put in another clock before someone gets hurt."
7. "I don't see why this Company doesn't practice what they preach. I always read the little safety books we get here. Some of the girls may throw them away, but I always read them. I have read an article in one about poor lights on our eyes and if there is any complaint I have to make it is about the lights in our department. I don't see why they don't give us better lights for the work we do. Our eyes are the best means of making a living and if we can't use them we might just as well die. I sit very low by the bench and the lights are high and dim. I do close work and the material I work with is very difficult to see if it is defective or not. I must wear extra strong glasses and I am forbidden to use my eyes at night. I couldn't see even if I wanted to or read because everything seems blurred. They are so strained I possibly couldn't do any kind of work at night. I am not afraid to complain about the lights because I feel I am justified in doing so."
8. "Some of the fellows are careless in fixing parts of their apparatus. When they get bent in, they pound it back into shape with an iron pipe, and there is a danger of being hit by steel splinters if it breaks. Nothing has ever happened, but why wait till something does?"
9. "What I don't like is the habit the fellows have of throwing screws and things down a fellow's neck when he is working. If a man is interested in his work, that sort of thing is disagreeable. A man might put his hand in the press or something."
10. "I have just come on days after being on nights and I didn't like it. I spent almost as much time in the hospital as I did in the department. My stomach was so upset most of the time and it seemed I couldn't sleep during the day and

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Unfavorable Comments (Cont'd

I got terrible headaches at night; and that was the way it affected me. We all had to take our turn and there was no use fussing about it. I felt so poorly I went to my doctor and had my eyes examined. I thought perhaps it was my eyes but he said they were all right."

11. "The iron trucks we use to pile our work on are not very safe. In the first place they are hard to push. The wheels don't seem to run right unless we soak them in oil and that doesn't stay on long--it runs off. We have to be very careful when we load these trucks because they like to tip over. I saw several of them tip over but luckily no one was hurt."
12. "Then the Western preaches Safety, but still we have very serious hazards. All our aisles are blocked up something terrible. If a man had to get out of this place in a hurry, it would be entirely impossible. You can see for yourself that there is not an aisle that is clear. There are trucks and skids piled in the aisles, and we cannot get through under normal conditions. Imagine what would happen if a fire or anything ever broke out. How would a man ever get out of this place? Some time ago they arranged the layout of all the machines in the department, and they put them so close together that we have no space left in which to do our work. If they are economizing on space for machinery, how can we ever expect to get more space for our lockers?"
13. "One thing I do like to talk about - that is the way they regulate the heat and cold in the summer time. That is one of the reasons I have been out for three months this year. They have the windows open on both sides of the room and this makes lots of draft. Well, then when one of us gets up to close the windows we have to do it on the sly. This makes it hard for the rest of the girls who are not cold and then they have to suffer too."
14. "I think the lockers are too crowded. The locker room is so crowded at night. It is terrible. The girls argue and fight and don't use very nice language and to make it all the worse, some girls put their tools in the locker which makes it very dangerous. When they are going in the crowded locker room with a pan of tools someone is bound to run into them and get hurt. Such a case happened last week one evening."

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Unfavorable Comments (Cont'd)

15. "One thing I have noticed recently is that there are some employees who rush down the stairs in leaving the building at quitting time. They not only run down the stairs but they take three or four steps at a time. I think this should be stopped as it is dangerous for anyone using the stairs at the same time."
16. "I haven't any kicks to make about the place but I think they want too much work from one fellow. They expect me to keep three girls working and it is too much. Look at the callouses on my hands; they are pretty bad and then they expect me to keep these girls going all day."
17. "Too much overtime is no good either. It knocks you out. Before we used to work overtime every single night and if a fellow had any place to go he had an awful hard time trying to get off. You had to have a very good reason for getting off like going to the dentist or the doctor or something of that kind, otherwise, we had to plug away night after night. Now, I am not saying that I am against overtime. Overtime is all right especially for us fellows that need the money but it is going to raise heck with your health in time."
18. "I don't know if the clothes poles in the lockers are considered a working condition, but they surely are an element of danger. The men don't hang them up on the hook after they remove their clothes from them, but stand them up in the lockers and in many cases they are against the inside of the door. When the door is reopened the clothes pole falls out of the lockers and most times hits someone on the head or in the face causing injuries which sometimes can be very serious. When the pole falls out it can hit a man in the eye and knock it out as well as not."
19. "I'll tell you one thing the boys don't like and that is the oil that we use on the machine. There is something in that oil that makes pimples break out all over our arms. I'll show you how they are on my arm right now. Why, there was one fellow in there that had pimples all over his arms."
20. "I cannot understand why I should be made to wear this hair net. My equipment or machine is guarded. There is no way that my hair can come in contact in any way with my machine. It is so uncomfortable in the warm weather. My head perspires and in this way it is uncomfortable."

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Unfavorable Comments (Cont'd)

21. "We have to carry all our stock to our machines and it is too heavy especially the wire. Why I think a spool of wire weighs about thirty or forty pounds. My wrists hurt me from carrying the wire. In other departments they have stock men or boys who deliver the wire to the girls."
22. "We are so crowded for space here that they have to push the hot trucks out in the aisle. Anyone coming along that touches these trucks gets burned, for you cannot tell by looking at them that they are hot. They should at least keep them out of the aisle till they are cool."
23. "There is a very crowded condition in this department as there is not enough space to do our work. We cannot even move or walk in here unless we jump and climb over piles of iron scattered all over the floor and on skids. It is so hard to get around in here that I tear my clothes and lose lots of time. If I was to go to the Hospital every time I skin my shins I would be there all the time."
"When I do certain operations I have no bench or space to do it so it has to be done in the aisle and it is very dangerous because there are trucks loaded with iron going through all day and I don't know when I am going to get smashed between them. The Company is always talking about safety and still a condition like this exists. I am working on the second floor and most of the time I have to go on the first floor to do part of my work, lots of time being lost going up and down and waiting for the elevator."
24. "I do not like my job because it is too tedious and I find that the work is too hard on my eyes. I get terrible headaches. I was sent to the Company hospital and was told I did not need glasses, but nevertheless, the work I am doing is an eye strain. I feel fine in the morning when I come to work, but when I go home I am all in."
25. "Tin floors are no good. They tire you out too soon. I have two girls helping me, and they are all in at night. The floor is oily, and you tire yourself out trying to balance yourself. The tin is broken in several places, and one day I stumbled over a sharp edge that was sticking up and fell down. At the same time it tore the sole of my shoe. Everyone knows about this, but they do not seem to take any action."
26. "There is one thing that I don't like about working in this department and that is the glasses. They just about get me coo-coo. They don't fit right and they slide down on your nose. They get dirty from the oil that is splashed from the machine and it is so hard for us girls to keep them clean."

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Unfavorable Comments (Cont'd)

When we push them up on our nose the glasses get dirty because our fingers are all taped up on account of our work. In that way it makes it hard for us to wear the glasses."

27. "They use gloves on the drill presses but them fellows don't know any better and I don't see how the Company stands for it as I think it is very dangerous if one of them fellows ever gets tangled up in them spindles. The Company will have to pay if the man gets hurt and it is nothing more than dumbness on the men's part and a negligence on the part of the Company. That is one of the rules in the safety book and still you see men wearing gloves on a drill press. This is the first shop I have ever seen in my life where they didn't tell their men to take them off. You don't see none of the old timers around here wearing them, because they know better."
28. "I made a suggestion the other day about having the men do the work different because some day someone is going to get hurt and then the method will be changed, but they couldn't see it that way. Some fellow will get his fingers smashed and then they will fix it up."
29. "I don't mind the rate we have at all; I can make it, but I believe this work is affecting my health. I am the only operator they ever kept on this job so long a time."
30. "There is one thing I do not like about the job and that is that my hands are always red, and sometimes are sore and swollen. This is caused by the compound. I have been going to the hospital but they do not seem to help me."
31. "Another thing is when we moved here they took all the chairs away from us and I believe they took them downstairs and got rid of them and now we have to use boxes to sit on and I suppose if someone get hurt they will take them away and then we won't have anything. There is not one chair in this whole department and at noon we have no place to sit down and eat our lunch. We have to sit on top of the piles of boxes or cable reels and if they ever fall and somebody gets injured then there is going to be heck to pay."
32. "The lunch counter is too crowded. They rush like a bunch of maniacs. One night I got hot coffee spilled all over my shoulder and tea in front of my dress and my stockings from a man trying to pass me where there was not enough room."

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33. "I think that the drinking water is too cold at this time of the year and you cannot drink all you would want to."
34. "Some of our machines are in bad shape. We have one that is cracked in places. We have a piece of wood supporting one of the cracked parts. One of these days a man will get hurt when these cracked parts break off."
35. "The traffic conditions are very bad on Twenty-second Street at quitting time. You can hardly get across the street opposite gate sixteen without being run over. I think it would be advisable for the Company to have a traffic cop stationed there."
36. "I don't mind the work. Sometimes I get disgusted but I believe that would happen on any job, but the smoke and noise bother me a lot. Sometimes I could scream. The girl that sits next to me is nervous and you should see her at times."
37. "Then they have another thing here, the delivery of milk at noon hour. They come upstairs there when all the fellows are going down so you can hardly go down the stairs. They ought to get the milk up before or else after we have gone down. It is liable to cause a serious accident. One day one of the fellows dropped a bottle of milk from the third floor to the first and just missed a fellow's head. It might have killed him if it would have hit him."
38. "We have an iron-sheet covered bench and there is a split in front of my place and it has a razor edge. When I get hurt on this thing then it will be fixed."
39. "One thing I don't like is overtime. It takes me about an hour to get home so when we work overtime I don't get my supper until after eight o'clock. This doesn't agree with me as I don't feel well after eating these late suppers for a while."
"In this department they don't ask us to work; they just tell us we are working. I am afraid to refuse to work because I know when a man does his bosses remember it and will get back at the one who does."
40. "I want to tell you they didn't give me good treatment at the Company hospital. The injury wasn't my fault at all. I always worked at my punch press. The pans were piled ten high and they are not supposed to be piled more than eight high, and while I was crouching down working away, a real fat woman passed and knocked down those pans and they fell right on my back. They were full of stock, but it was light stock but the pans were heavy. I would have been hurt worse if they had heavy stock in them."

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41. "We only have one door here that is in use at night. The other door is locked. I often wondered what would happen if we got trapped during a fire and couldn't reach that door. We would be like rats in a trap. We have big tanks of tar, wax and naphtha, and if they blew up I don't think we'd have a chance."
42. "I think there should be locks on the doors of the booths in our washroom because I was hit in the head with the door and very nearly smashed my glasses. There used to be locks on them, but for some reason or other they have been taken off. I think the locks were really an advantage."
43. "I think we should have a first aid kit in every department, some of the fellows around here will get a small cut on their hand, and they do not like to tell the boss because he will chase him to the hospital. They chase around the room trying to find someone with a bottle of iodine. If anyone happens to have a bottle, they will give themselves a first aid treatment, but if not they just let it go. In the last place I worked, they had an employee who knew quite a bit about first aid treatment, and it was up to him to decide whether he took care of a case or sent the employee to the Company hospital."
44. "I don't think it is very good for my health to sit all day. In fact I was sick for awhile and when I went to the doctor he told me that it was because I was sitting down all day and that I should stand up and do my work but on this work I am doing it is impossible to stand up. I have never spoken to my Gang Boss about it. If I did he would just laugh it off as it does sound very foolish but I guess the doctor know what he was talking about."
45. "The safety shoes the Company sells do not last very long. They fall to pieces after a few months. If you get oil on the toe, it softens them up."
46. "We only get new gloves once every two weeks. I think we should get a pair of gloves whenever we need them. What good is a pair of gloves when they are torn. We may as well not have any as have torn ones."
47. "The girl next to me has burned me several times on the elbow just because she is careless and clumsy and cannot handle the soldering iron. The last burn is going to leave quite a scar. I never said anything though, because I am afraid it would make trouble. Although I have told her about it a number of times and showed her all the marks I have on my arm, she doesn't seem to care and is not any more careful now than ever."

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48. "The hazard I refer to has caused the injury of more than one man and still exists. It is in the form of a fuse box located on the wall. It is necessary to pass by this fuse box constantly. The machine is very close to the wall which forces the person passing through to brush close to the wall as he goes by the machine. The fuse box is about forehead high and a real large one made of pressed steel and of course, it is just line with a man's head. Although it has been reported numerous times it is still in the same place endangering the man who must pass back and forth there while operating that machine."
49. "We should be supplied with goggles on our work. Very often while soldering a terminal the terminal will spring back and throw the hot solder upwards."
50. "I can only use the mask five minutes at a time. After that it gets all full of sweat and makes my face sore. The dust sticks to the sweat on the mask and I breathe like this."
(Went through the motions of heavy breathing.)
51. "I am working on the same job for many years but I am very much disgusted with it and with the conditions that concern the job. I work very hard. I don't get a chance to sit down. In the evening my feet are all swollen and I must even take some work home because I never work down here."
52. "I don't like the way men spit tobacco around on the floor and around the drinking fountains. One time I stepped on tobacco that was spit on the floor and slipped but I didn't hurt myself very much because I held on to the bench."
53. "I also wondered if the Company could not make better arrangements with the street car company to have a better system in getting on the 22nd street cars at night. I am surprised that there are not more people hurt."
54. "Did you notice that fellow with his hand bandaged? He is one of the so-called new 'operators'. He tried to pull a hot chip off of the spindle and darned near cut his finger off. Any fellow that would do a stunt like that sure isn't using his head very much, and only an inexperienced operator or a new man would try it. We have a hook which we use, and none of us has ever been hurt using it. I have only been to the hospital three or four times and then only for cold treatment."

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You see, I keep a small bottle of iodine handy and in case I get a scratch I immediately swab it with iodine. That is all the hospital does, and I think I can do it as good as they can as I had two years of medicine."

55. "The work that I am doing is entirely too heavy for a man in my physical condition, and the doctor said that I should have lighter work. I asked about a transfer and was told that there were no other jobs open. I am losing weight. I lost twenty pounds in the two years."
56. "One day I felt sick and I asked my former Foreman for a pass to the hospital but he wouldn't give it to me. He said, 'Every time you have a little ache you want to go to the hospital.' I went back to work and worked the rest of the day. On my way home from work I went to see my own doctor and he ordered me to bed and kept me there for three weeks. I was not able to work for five weeks. The visiting nurse asked me why I had not gone to the hospital when I didn't feel well and I told her about the Foreman refusing me a pass. She must have taken the matter up because when I came back to work the Foreman told me he didn't realize that I was as sick as I was."
57. "The equipment of this Company is wonderful. All their safety devices are very good. They furnish us with leather gloves, aprons, etc. The only thing I don't like are the leggings. They are too clumsy. They are in our way most of the time because we can't bend our knees. The leather is so stiff that if a man caught his leg in a truck or on an iron frame it would just twist his leg and he could easily get hurt. I think the Company ought to furnish us with leather spats. They would cover the ankles; that is all the protection we need. They would be much lighter on the legs."
58. "The thing I do not like is that we are on a budget plan and can't spend any more money for clothes than our budget allows. The budget covers such things as woolen undershirts, overalls, shoes, and gloves. We are very careful not to run over the budget, and for that reason I have to wear my undershirts at least two weeks. You can see the way I am perspiring that it is very unsanitary to wear an undershirt two weeks in this condition. On this work we perspire something terrible, and we have not the proper place to dry our undershirts or overalls. We have to hang them in the lockers, and when we take them out in the morning they are not any better than when we put them in. We have to put them on and work in them, and I can tell you that it is very uncomfortable to work in an undershirt and a pair of overalls which are saturated with perspiration. We have to economize on shoes,

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and it is very hard to do it, because the acid eats them up pretty fast. For that reason our budget is insufficient."

59. "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."
60. "Another bad condition, there are some doors broken off from our machines. Instead of fixing them, they have covered the opening with burlap. Sometimes we have to come close to the other side of the machine to steer a bar through and if this burlap should happen to catch in the roller while we were going through between the machines, it would tear us all to pieces. This is a very dangerous condition. They have promised that they would have it taken care of, but several months have passed and they have done nothing about it. They don't seem to care just as long as the mill is running."
- "Another thing, the water flies out through this burlap. A man has to work in this all day. If he takes a day off, they wonder why."
61. "I wonder if they couldn't supply us with shoes on this job. Just look at these shoes of mine. They are all cracked up from the compound and I only had them a month. I have to buy shoes nearly every month. Look at this sleeve on the shirt. It is all burnt up. The shirt is good all but the sleeve. Maybe they could furnish us with gauntlets to protect our sleeves. We had some around here some time ago on another job for a try-out. They work out very fine. I think the Company ought to get them for us."
62. "It seems that they do not practice safety the way they preach it. We get a lot of safety books but if they just made a check on some of the accident hazards around here they would find that the Company, or whoever is responsible for safety, needs those books just as much, or more than we do. They

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have a lot of open electric switches on our machines. Just last Sunday we had an accident on that account. A fellow reached in there and I think if he would not have had a strong heart he would have been killed. They should have some sort of a cover over those switches. You would think that with all the safety preaching they do around here that they would notice those things before someone is hurt."

63. "Three times that I know of things have fallen through the skylight. Once a bricklayer's hammer came through and just missed my head by a hair. Another time a two by four came through and the third time I think it was a screw driver. It was dangerous working under them skylights. They are supposed to let in the daylight but as long as they are not washed there is no chance of any daylight coming through them. When it rains the rain comes through and you get your work and yourself all wet. We cannot open them in the summer time or the dust would come in and ruin the work. If they can't do anything else with them they should put guards there to keep things from falling through them."
64. "First, I think it would be a great thing to have a committee appointed to be known as a Safety Committee. This Safety Committee would be made up of men on the job and the findings they would make would be given consideration to the extent that there would be proper action or investigation made of each case submitted. My reason for feeling the need of this is due to the fact that I have witnessed and gone through so much suffering myself. I believe that such a committee could go further in their investigation or accomplish more in other words, than a supervisor because of their contact with the job. A man from each job and all cooperating together. Lots of times you know that you have to make a man take care of himself."
65. "In the morning when I come in at Gate #10 there is a terrible congestion at the elevator. Even when the man puts his hand out and says he has enough the people push right in anyway, and the first ones that are in the elevator get crushed very badly. It is a risk carrying a load like that. The elevator man doesn't seem to be able to control the people at all; they are so determined to get on."
66. "It is all right that we get overalls every day; when I started here we used to change once a week. We have to go upstairs to get our old overalls and bring them down to exchange them for clean ones; this makes an extra trip up the stairs. I

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think it would be much better if we could turn the old ones in at night and get the clean ones in the morning; in this way we would not have to put our dirty overalls in the locker at all and this would do away with all the kicking about brushing dirty clothes up against a man's good clothes, and then we could wear better clothes coming to work as we would like to come to work looking just as well as the other fellows in the shop do."

67. "On a job like this I think they should give us a physical examination at least once every six months. We work with so many kinds of solution which are very poisonous, there are many times I have a strange feeling. I can't explain it but it is sort of a sluggish, tired feeling which I think is caused by the work I am doing. For the interest of a person's health, I should think the Company would keep a little closer check on the employees on this kind of work."
68. "Whenever we have a lot of work to do they bring men into our gang that do not understand the work at all. Our work is very dangerous because it is easy to get burned. If we put a piece of apparatus into the tank that is the least bit wet, the metal flies around and three or four men are bound to be burned. It is impossible to make these new men be careful because they do not seem to understand how much danger there is in being burned. I have been burned a good many times just because of these men, and I think they ought to do something so that this could be avoided. I have noticed that the new men on this work are never careful until after they have been burned themselves. I wish it were possible to put these fellows in a gang by themselves so that they could burn each other instead of us old timers that know how to be careful."
69. "Several years ago all the Bosses talked about was safety. Today that is all forgotten. All they do now is put a little picture on the bulletin board and pass out a book on safety once a month. Otherwise, the operators can stand on boxes piled up to the ceiling, and no one seems to worry about them getting hurt. The Bosses are not held responsible for any accidents. No matter how a man gets hurt, it is always his own fault."
70. "Is there any rule forcing a man to muffle his sneeze or cough? A man sitting opposite to me gives me a shower every day. There was a girl that used to sit in my seat, but she moved away. I think this man is ignorant or he would not do it. If he don't cut it out, he might get a punch in the nose from me."

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71. "Our job is divided into three shifts. I have been changing shifts for over five years steady, and I find that it is wearing me out. It seems that I do not get used to any certain hours before I have to change my eating and sleeping time. I think I would like it better if we worked the same shift all the time. I would much rather work days, but I don't know where I could get a job making forty dollars a week. I think I will have to do something before long because I am getting nervous, and I don't seem to have any pep. I could get along on thirty-five dollars a week. I am going to try to get another job soon."
72. "As a safety measure, I think a lot of accidents and trouble can be avoided by proper attention to the machines. It seems to me that Saturday afternoons or when the machines are idle, the mechanics could go over them to see that they are in good working order. Most of the fellows pay a little attention to the condition of their machines. They are on piece work, and you know they like to keep counting away and are afraid they'll get behind the others. You see, there's jealousy in the gang of the amount of work they do. That is the way accidents happen because all of a sudden a screw comes loose or a part wears out, and then it is too late."
73. "Our job is very dangerous, and it is easy for a careless man to hurt someone else. I think the Company should put a man in this department who has about an equal rank with the Foreman to see that safety first is practiced. Our department does not buy the best steel for our tools. If they had a safety man, he would demand that they use this good steel. If we had a safety man in the department, anyone that saw a man working carelessly could report it to him. He would then look over the man's work and see if he could find a safer way to do the job. At the Western the supervisors are supposed to do this work, but they cannot do a good job because they are most interested in production and in keeping down the expense of the department, than they are in working safely."
74. "They preach safety first around here but sometimes it is the Gang Boss's fault that a man gets hurt because the Gang Boss in showing a man how to do a job might be able to lift more than the man and instead of telling him to lift what he can he tries to do whatever the Gang Boss does."
75. "At night, they only allow us thirty minutes to eat our lunch. This does not give us enough time to eat our lunch and get back on the job before the bell rings. If we were allowed

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forty-five minutes, it would be much better, as it is, we run upstairs after eating lunch, and it seems to upset my stomach, and I do not feel like starting to work until I take a little rest."

76. "There is one other thing and that is about the safety first they preach around here. I think it is a waste of money for the Company to put up these posters and these other things on safety when the supervisors don't know anything about it themselves. I have heard a bunch of supervisors say when they received some safety literature, 'This is the same line of bunk we always get.' I have never seen a report made out where the operator was not to blame."
77. "Some of the steps are too slippery. I have slipped several times but I have always managed to save myself from falling, but I have seen several men fall. As long as they cover some of the steps to prevent people from falling, I don't see why they don't cover all of them."
78. "We have to make a great many complaints before they will fix our machines and then they will only fix them so they will run a few days. This is a great loss to us, also the Company. The only time they do a good job of repairing is after they have had an accident. The Company puts out a lot of signs about safety. The men think it is a joke as they do not pay any attention to the safety of the operators."
79. "The Company should supply us with a different type of shoe for work of this kind. When we take the racks or anything out of the plating tanks, the solution from them drips on the tops of our shoes, and as they are made of leather, it soaks right through. We have to wrap our feet in paper and rags, but the solution soaks through anyway. I change the rags and paper twice a night, and my feet are always wet anyway. There is something in the solution that makes my feet sore and itchy, and I always have to take off my shoes and rub my feet and scratch them. It makes my feet very sore. Some kind of a shoe should be provided with a rubber top so that the solution and different liquids would not penetrate, and it would keep our feet dry."
80. "Well first of all I would like to tell you about my job. Do you know that I think after a fellow is on it for a month or two he should be taken off because the paint is too hard on him. It will eventually get him and ruin his health. You see it is benzine and the fumes of the paint that get you. We have to wear a mask but the paint is so bad that we get the fumes from it anyhow. It goes right through the mask and that doesn't help very much."

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81. "Guard devices here are as good as they can ever be, only in some cases it is overdone. Sometimes you are told to use a guard when you know, and they know, that it is impossible to use it."
82. "Another thing, I think every worker here ought to have a complete physical examination. I have been here a year and I haven't had an examination. Some of these fellows go out every night and in a year they can get a disease and spread it in the factory. We had Health Week last week but a lot of workers here wreck their healths that way."
83. "A lot of the fellows just about go nuts doing this kind of work. Adjusting is very, very hard on the nerves. There have been a couple of fellows in here that have lost their minds. One fellow asked the Foreman one day to kick that dog out of his road. The Foreman immediately sent word for the hospital to come and get the fellow, and he has been in Dunning ever since. Another time a man went up to him and said, 'Say, what the ---- are you always looking at me for and watching me?' He scolded the Foreman very badly, so after that he was another case for the insane asylum."
84. "I didn't lose any time when I was hurt. I worked every day. I went to the hospital every day for two weeks. The doctor was afraid that I would get blind in one eye. He put big bandages on my eye and I could hardly see but he sent me back to work just the same. I told the Foreman I could hardly see but he said he couldn't help that - I had to work."
85. "Now, in regards to the hospital. In my opinion there is too much red tape in case of small injury. Men might have a little scratch and there is a whole lot of hollering done about it. He is called into the office and he has to give his life's history and tell why he scratched himself, tell how he did it and everything. Minor injuries shouldn't be questioned so closely as that is what keeps the men from reporting them."
86. "The stuff that the overalls are washed in makes my skin burn unless I wear heavy underwear. I can't see anything on my skin but it itches worse with clean overalls than with the old ones."

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87. "There is one very dangerous thing over here and that is the way the operators rush up to get wire from a skid when it is being lowered from a crane and some day someone will get killed or badly hurt. This condition is brought about by the fact that the party who is supposed to look after this work is not always on the job."
88. "The other day a piece of material fell on my head and I thought it split my head open. I told my Gang Boss about it and these things ought to be fixed up so no one gets hurt. If some one does, they will tell him he should not have done it, but what can you do? If they had some kind of system about the place, it would be better and a man would feel more like working."
89. "I think every man in here should have his eyes examined by the Company every once in a while. They examine your eyes when they hire you, so why couldn't they after you work here for a while? They could examine your eyes, especially in the departments where they do close work as they do here. Nearly everyone here has glasses. It's an indication that the work is a strain on the eyes."
90. "It is awfully noisy in here. You know, it is so noisy in here that when I get home at night I cannot hear a thing and when I talk to my wife she always tells me not to shout at her. This noise keeps on ringing in my ears and it makes my hearing very bad that when I talk I forget myself and holler."
91. "This is the longest job I had on the inside. I can't stand it. I have a cold now for being inside all the time. Right now, I am pretty well fixed financially and I want to be that way so that when I get a little older I can be independent. I don't care to work inside all my life. I like to get out in the open. That is why I am working nights."
92. "There is one thing that has always seemed strange to me and that is that in some departments where they have the guards on the machines there seem to be more people hurt than there were before. It seems that the placing of guards has a tendency to make some people careless."
93. "Then I will tell you another thing. If ever there was a fire there would be an awful jam on the southwest landing leading down from building 22-1. It seems that there are so many people using that entrance and it is so small that I have often thought that in case of a fire it would be terrible. It is so crowded that if you try to go up when the crowd is coming down they just push you down again."

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94. "Why don't the Company make all the girls who have long hair keep their hair pinned back. There are some in here with long hair who really scare me because I know that some day, they are going to get their hair caught in the machinery even with the hair net on; they don't put them on right."
95. "There is one thing that I want to say about the safety shoes. I think the Company ought to sell them cheaper than they do. While they are cheap enough, I think all the employees that buy them are saving the Company a lot of money because of the accidents that they prevent."
96. "I think they ought to make all those in our department wear safety shoes. I notice they don't."
97. "I do not get a chance to go to the washroom during working hours. I have to work up to quitting time, and in a case of necessity, even if it should happen to be two minutes before twelve or two minutes before five, I am not allowed to go. I did one time, and I sure was bawled out for it. I work through my noon hour. I cannot leave my work before I have someone to relieve me, and I don't dare to ask someone to relieve me any time before twelve or five. It takes me fifteen minutes to clean up my place, and that is all the Company allows me. Then I am not allowed to leave my place until the whistle blows. I have been sick many a time, because I was not permitted to go to the washroom when it was necessary."
98. "I think it would be very nice if we would be allowed about five minutes between four thirty and five o'clock to wash our hands. You know, our work over here is dirty and I for one don't like to go home and get on the street car with dirty hands. If you go into the washroom after five o'clock it is so crowded and by the time you get out it is almost impossible to get on the street car because then the crowd is coming from the other building. Now if we had about five minutes to wash our hands I don't think the Company would lose anything, in fact, I think they would benefit because many of the girls try to wash their hands at the machine. This is very dangerous because if she happened to have her hands wet and a little soap on them, and anything happened to her machine naturally she would go to turn it off and sometimes your hand slips when it is wet like that. You would be likely to get injured."
99. "It is too bad that something can't be done about people coming to work with severe colds. They keep right on working instead of staying at home like they should. You know it isn't very healthy for a well person to work along side of a man that is chuck full of cold germs. So many men just live from

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hand to mouth and the poor fellows can't afford to stay home for one day."

100. "The glasses I have on are plain window glass. When I found out we had to wear them I had this pair at home and I put them on, and have worn them ever since. I never wore the other glasses the Company furnished.
101. "I guess I got the cold on the street car coming down. So then they sent me down to the hospital and I had to go home because I had a little temperature. Then once after that I was sick again with a nervous breakdown. It made me so nervous to be among such mean girls, that even the instructor noticed how nervous I was from all that and I stayed home a long while until I felt better."
102. "I am really too sick to be here today but I don't want to get a bad record. I heard there was going to be a big layoff this week. They have too much help and they have been coming in to work on Sundays and on Monday we sit around and have nothing to do so I guess they will have to lay some of us off. I am doing my best to stick it out because I would hate to lose my job. If I can work here next summer I will get a two weeks vacation with pay and I would hate to lose that."
103. "This Company has been making an effort to have a safety first program. I have worked in shops where safety first was actually practiced, and I wish the Western would use some of their methods. The bulletins the Company puts out may do some good, but I do not believe that they do enough good."
104. "Every once in a while we see a girl getting hurt and that makes me nervous and then it is harder for me to work."

7.

July 31, 1930.

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

All comments about any condition which holds a possibility for the transmission of disease have been classified to this subject for all locations, except washrooms, restaurant, and hospital. These comments have also been divided into the groups shown below.

Interviews Analyzed	10,300	Men	6,800	Women	3,500
Total Comments	1,105	"	605	"	500
Total Favorable Comments	145	"	120	"	25
Total Unfavorable Comments	960	"	485	"	475

	<u>Favorable</u>		<u>Unfavorable</u>		<u>Total</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
A - Spitting	9	1	410	443	419	443
B - General	111	24	75	32	186	56

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SANITATION

A - SPITTING

Interviews Analyzed	10,300	Men 6,800	Women 3,500
Total Comments	863	" 419	" 444
Total Favorable Comments	10	" 9	" 1
Total Unfavorable Comments	853	" 410	" 443

Favorable Comments

	<u>Men</u>	<u>Women</u>
1. Sanitary condition of drinking fountain improved by placing bucket of sawdust nearby for spitters.	2	0
2. Spitting abolished by agreement among employees -- sanitation improved.	1	0
3. Department more sanitary since spitting abolished.	4	1
4. Moving cuspidors from top of benches to the floor big improvement in sanitation	1	0
5. Big improvement in department since chewing tobacco has been stopped.	1	0

Unfavorable Comments

	<u>Men</u>	<u>Women</u>
1. Employees rinsing mouths, spit tobacco in and around drinking fountains.	60	93
2. Employees spit on the floors, walls, pillars, stairways, furniture and fixtures.	97	120
3. Spitting should be a punishable offence.	4	2
4. Seeing tobacco, spit, or gum in drinking fountain is sickening.	12	46
5. Someone should watch at drinking fountain and put a stop to rinsing mouth and spitting in fountain.	3	1
6. Spitting on floor is disgusting.	9	44
7. Offensive odor from tobacco spit.	12	0
8. Spitting introduces possibility of spreading germs.	17	6
9. Men coming into departments spit tobacco around.	4	14
10. Necessary to clean-up wads of tobacco around machine before starting work in morning.	0	1
11. All spitting should be stopped.	44	28

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	<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
12.	Spitting on floor or stairs induces slipping hazard.	0	7
13.	Spitting in tool pans full of material.	4	10
14.	Finding spit in tool pans full of material sickening.	2	2
15.	Bothers to have fellows spitting around machine.	16	32
16.	Chewing tobacco or spitting is a filthy habit.	13	13
17.	Should prohibit chewing tobacco in same way as smoking.	7	0
18.	Use drinking glass due to sickening appearance of drinking fountain.	1	0
19.	Prohibition of paper cuspidors results in spitting on floor.	7	0
20.	Material wasted due to having been spit on.	3	3
21.	Furnishing cuspidors would eliminate spitting on floor, in corners, etc.	33	3
22.	Spitting on scaffolds.	1	0
23.	Spitting on scaffold drips down on operators working below.	2	0
24.	Wads of chewing tobacco on walls or ceilings.	3	0
25.	Should provide cuspidor near drinking fountain for chewers to deposit tobacco.	4	0
26.	Spitting in places inaccessible to sweepers.	6	0
27.	Spitting in G. I. cans should be stopped as this attracts flies which bother operators periodically.	1	0
28.	Should provide separate drinking fountain for operators to rinse mouth.	2	0
29.	Cockroaches and flies thrive on tobacco spit.	3	0
30.	Offensive odor from cuspidor due to not being cleaned frequently enough.	6	0
31.	Get hands full of spit picking material, reels or tools off floor.	16	12
32.	Spit around drinking fountains is poor advertising for the W.E. as visitors see this.	1	0
33.	Girls wash handkerchiefs in drinking fountain.	1	0
34.	Girls wash hands in drinking fountain.	1	0
35.	Supervisors set poor example--chew tobacco, and spit all over.	5	4
36.	Spitters miss cuspidors--spit all around it.	0	1
37.	Night gangs do not dispose of their dirty cuspidors.	1	0
38.	Should have posters educating men regarding the evils of spitting.	1	0

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	<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
39.	Paper cuspidors not practical--too easily kicked over or stepped into.	2	0
40.	Each operator should be compelled to clean his own cuspidor.	1	0
41.	Operators do not use cuspidors--spit wherever they happen to be.	2	1
42.	Privilege of having cuspidors not granted uniformly in all departments.	1	0
43.	Company policy inconsistent regarding prohibiting cuspidors as they sell chewing tobacco at Club Store.	1	0
44.	Likes an occasional chew of tobacco but cannot enjoy it due to absence of cuspidors and spitting on floor being prohibited.	1	0

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SANITATION

B - GENERAL

Interviews Analyzed	10,300	Men 6,800	Women 3,500
Total Comments	242	" 186	" 56
Total Favorable Comments	135	" 111	" 24
Total Unfavorable Comments	107	" 75	" 32

Favorable Comments

	<u>Men</u>	<u>Women</u>
1. Sanitary conditions satisfactory.	56	12
2. Sanitary conditions better here, than at other companies.	50	9
3. Drinking fountain sanitary--cleaned daily.	1	0
4. No roaches around.	0	2
5. Lockers disinfected periodically.	2	0
6. Lockers improved--roaches have disappeared.	2	0
7. Rats have disappeared.	0	1

Unfavorable Comments

	<u>Men</u>	<u>Women</u>
1. Cockroaches and bed bugs infest lockers, wash-room, bench drawers, and drinking fountains.	27	18
2. Night gang leaves garbage around benches, locker room, and in lockers.	0	10
3. Fear of carrying vermin home on clothes.	4	2
4. Rats come out of man hole in department.	1	0
5. Company should do something to rid infested places of vermin.	6	1
6. G.I. cans should be disinfected more often.	2	0
7. Drinking fountain unsanitary as it is necessary to put mouth over nozzle in order to get a drink.	1	1
8. Lockers should be disinfected more often.	4	4
9. Men do not cooperate in keeping locker sanitary.	1	0
10. Mice around locker room.	1	0
11. Should provide container for lunch scraps etc. in locker room.	0	1
12. Not appetizing to keep lunch in same locker with dirty clothes, shoes, sox, etc.	4	2
13. For sanitary reasons each person should have own locker.	18	1
14. Roaches get into lunch kept in locker.	2	1
15. Lockers should be inspected periodically and all filthy clothes and shoes thrown out so they will be fit to keep lunches in them.	2	1

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	<u>Men</u>	<u>Women</u>
16. Construction of drinking fountain permits water to stand in nozzle which collects germs.	1	0
17. Gas masks are very unsanitary.	1	0

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TYPICAL COMMENTS ON SANITATION

A - SPITTING

Favorable Comments

- A + 1. "Some time ago the drinking fountain was dirty because the fellows that chew tobacco spit the tobacco in the bowl, but it is a little cleaner now; someone put a bucket with some sawdust near that fountain."
- A + 2. "If we catch a man making a habit of spitting over here, we turn him in to the boss. We made that a rule among ourselves and we stick by it. We used to have a fellow who would spit about twenty times every hour and most generally in the same spot, but we broke him of it."
- A + 3. "It was a good move they made, when they stopped the employees from spitting on the floor."
- A + 4. "It is very nice of the Company to make the men put their cuspidors on the floor and not on the bench as they used to. It used to be someone was either knocking one over or else you were getting spit on. I don't know if you have anything to do with changing that rule or not, but I imagine you did."
- A + 5. "They made one big improvement in this department when they stopped the fellows from chewing tobacco. When I worked on the bench every man had a spit box alongside of his chair and when you got a whiff of one of them it was enough to knock you out."

Unfavorable Comments

- A - 1. "I don't like the way the men spit in the water fountains. They usually wash out a whole mouth full of tobacco in them."

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Unfavorable Comments (Cont'd.)

- A - 2. "I don't like it when the fellows chew and spit on the floor and nearly all of them do it around here."
- A - 3. "Some of the men in this department chew tobacco and spit on the floors in the toilets. If I were the foreman in this department I would lay a man off for doing anything like that. Those fellows don't seem to have any consideration for the other men."
- A - 4. "There is only one thing in this department that I can complain about. Many times when I go for a drink I find tobacco spit all around the floor; that is very disgusting."
- A - 5. "The men wash their mouths in the drinking fountain and I have told the men that I caught doing this what I thought of them. There are signs up at these places but they don't mean anything to them. The only way to stop this is to put someone there to watch it."
- A - 6. "The men around here spit any where they happen to be and that is very disgusting."
- A - 7. "I don't like the snuff chewing and spitting on the floor and posts. You know, that stuff stinks. I don't like it at all."
- A - 8. "The way these men in this department all spit on the floor is terrible. It is not only the truckers, but all the men who work here. I think these stunts spread disease and especially colds, besides being sickening and disgusting to look at."
- A - 9. "One thing I don't like, there are a lot of fellows coming into this department. I guess they are chasers, and they chew tobacco and spit right around us. They don't seem to care if they spit right on us or not. I guess because we are working out in the shop, they don't respect us, for I'm sure they don't act like that in the office."
- A -10. "It just makes me sick but I have to clean big wads of tobacco up from around my machine because I always like to keep my place clean."

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Unfavorable Comments (Cont'd.)

- A - 11. "The men are careless in here. They are always spitting. I think it could be stopped."
- A - 12. "I think a very dangerous thing is the fellows spitting on the floors. A girl is liable to step in it and slip and fall and get hurt."
- A - 13. "There is another thing I don't like. The men who chew tobacco spit in the scrap pans. It isn't very nice to handle this scrap after it has been flooded with tobacco juice."
- A - 14. "There ought to be some way to keep the fellows from spitting in the pans of work. We have to have several of them washed out before we can put our work in them. It makes you sick to look at them when you pick up one that is that way."
- A - 15. "Another thing I don't like is the spitting. Some of the men spit around the machines. It makes it miserable to work with men who spit on the floors around the machines."
- A - 16. "Spitting on the floor, I think, is a very bad habit and I believe they allow it more here than they do in other places. I am one of those who do it, but I would not if the other fellows didn't."
- A - 17. "I feel that chewing tobacco during working hours should be eliminated. It is certainly a filthy habit. They did away with smoking and I am quite sure they could prohibit chewing just as easily. In my estimation it is just as injurious to the body as smoking."
- A - 18. "I do not like the way the men spit around here. They don't care who is looking at them. They spit right on the floor or in the drinking fountains. It sickens me. Lots of the girls will not drink out of the fountains. They use a glass of their own, and we are not supposed to do that. The girls are called down by the Instructor for doing it."
- A - 19. "The fellows that chew tobacco spit on the floors. We did have paper boxes to spit in, but the gang boss came around and told us not to use them any more. The result is the fellow spits on the floor now."

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Unfavorable Comments (Cont'd.)

- A - 20. "The men around here do a lot of spitting and many times they are more than careless and we can't use our stock."
- A - 21. "About nine out of ten of the men in this section either chew tobacco or snuff and as they are not allowed to have cuspidors they spit on the floor and behind the radiators. I think if the men were allowed to have cuspidors the sanitary conditions would be better."
- A - 22. "The scaffolds are very dirty. I don't think they have ever been washed and the fellows spit tobacco juice on them."
- A - 23. "Some of the fellows working above me chew tobacco and spit on the scaffolds, and it runs down on me. This doesn't happen very often, but once is enough for something like that to happen."
- A - 24. "Some of them will come into a toilet room and throw their cud of tobacco up on the side of the wall or ceiling. Most of these fellows come from another section. I don't know why they use our toilet room as they have one in their section."
- A - 25. "And another thing, the men around here use the drinking fountains for washing out their mouths when they chew tobacco. I think that a cuspidor should be put alongside the fountains so that they can spit in that and not use the bowl of the fountain."
- A - 26. "There is quite a bit of spitting going around in my section. I guess you will find it that way all over the Plant. Here they spit up against the boxes or between them; in fact, they spit anywhere where it isn't noticeable."
- A - 27. "I wish they would eliminate chewing tobacco and spitting in the cans. That is a terrible thing around here. That draws flies and they fly all around us. That is the worst condition that I have ever seen."
- A - 28. "The men wash their mouths out in the water fountain. I just cannot stand that. It is so unsanitary. They ought to have extra fountains for them."

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Unfavorable Comments (Cont'd.)

- A - 29. "You know these cockroaches around here thrive on tobacco juice and they are so plentiful they will run right over your shoes. One time they sprinkled Black-flag around in the corners and cracks and we had to get up off our chairs and fight them off. As long as we have tobacco chewers around here we are going to have cockroaches."
- A - 30. "I don't think cuspidors should be left standing around as they become very unsanitary. There should be a sign at the drinking fountains forbidding any one to spit in them."
- A - 31. "The wire we work on most of the time trails on the floor and it runs right through tobacco juice and everything and we have to use that wire and we get it all over our hands and it is not only unsanitary and draws bugs and roaches, but it makes a man sick to his stomach."
- A - 32. "Spitting should be prohibited, especially around the drinking fountains. It certainly isn't very good advertising for the Company, and many outsiders see it each day as we have many visitors."
- A - 33. "The girls wash their handkerchiefs in the drinking fountains and then we have to drink out of them."
- A - 34. "The drinking fountains are used for anything but what they are supposed to be used for. Some of the men use it to throw chewing tobacco into it and wash their mouths and some of the girls use it for the wash bowls, to wash their hands in."
- A - 35. "One of the bosses comes in here and bawls us out for spitting on the floor, and then he stands here and talks to you and spits on the floor with almost every word he says. I think that he should set a good example himself before he bawls out anyone else."
- A - 36. "I don't like the way the men keep spitting on the floor, but it seems to me wherever I look the men have baskets which they are supposed to use. Instead of that they miss it all the time."
- A - 37. "Several of the men chew tobacco and spit around the machines. The men are furnished with boxes to spit in. When we get down in the morning the boxes from the night gang are left around the machines. They are supposed to dispose of these boxes. I told the gang boss about this, and he said that he couldn't do anything about it. Fellows that chew tobacco probably don't notice this, but I don't chew and it is very disagreeable to me."

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Unfavorable Comments (Cont'd.)

- A - 38. "I think it would be a wonderful thing if they had some posters placed around the shop to educate the men to stop spitting on the floor and in the toilet room. It would be a very sanitary place."
- A - 39. "They should have better cuspidors. Many times we get off of a chair and forget all about the carton filled with sawdust at our feet and the results are we step right into it and generally spill it all over the floor. I object to the employees spitting on the floor. Just this morning I saw a fellow in front of me spitting out across the aisle and he just missed a well dressed man. This certainly is a bad habit and the company shouldn't stand for it."
- A - 40. "I think the sanitary conditions here would be better if men who chew tobacco were permitted to have cuspidors and the operators using them were compelled to clean them themselves. As it is now men spit all over the floor, behind radiators and in corners."
- A - 41. "I don't like the way the men spit around here. Instead of using the little boxes for cuspidors they spit around the benches and on the floor in front of us. This, I think, is a filthy habit."
- A - 42. "I do not see why they allow the Inspection Department to use spittoons and they do not allow our department the same privilege. If it is a Company rule not to use them, they must favor certain departments."
- A - 43. "I think things would be more sanitary here if men who chew tobacco were furnished with cuspidors. When cuspidors were furnished you didn't see tobacco spit all over the floors, in the corners, and behind radiators as you see it now. I think the Company's policy is a little inconsistent in this matter. They sell chewing tobacco at the Club Stores, yet they will not permit the men to have cuspidors."
- A - 44. "When I feel dopey after being out late the night before, I like to take a chew of tobacco, but that is impossible in this department. They do not allow you to spit on the floor, and you are not allowed to have a garboon. I do not make a practice of chewing tobacco, but it acts as a stimulant and I like to take a chew once in a while."

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B - GENERAL

Favorable Comments

- B + 1. "The conditions of our shop is O.K. It is kept clean and sanitary and everything is O.K. with me as far as working conditions are concerned."
- B + 2. "The Western Electric is better than any place I have ever worked. The sanitary conditions are far and above everything I have ever seen."
- B + 3. "The drinking fountain bowls have been clean and the water good. I have seen them cleaned by the man every day myself."
- B + 4. "This place is nice and clean. I never see any bugs or anything crawling around. I just hate to see stuff like that."
- B + 5. "The lockers are disinfected periodically."
- B + 6. "I have noticed that things are more sanitary around here in the last year. There used to be a lot of bugs in our lockers but they are not around here anymore. They must have put some good disinfectant in the lockers."
- B + 7. "There used to be a lot of hiding places for rats around the department, but they keep the place so clean now that there isn't any place for them to hide."

Unfavorable Comments

- B - 1. "I wish they would get busy and clean up this department. The roaches are running all over."
- B - 2. "I don't like the way the night girls throw their garbage around the locker room."
- B - 3. "One thing the Company ought to do is fumigate the lockers more often. I have noticed many roaches around the locker. I am afraid I will carry some home with me."

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Unfavorable Comments (Cont'd.)

- B - 4. "There are a lot of things around this department that make it uncomfortable for a man to work. There is a stack over the galvanizing tank in another side of the department. This is not high enough because whenever there is a west wind it blows these fumes back into the department. They seem to locate over in my corner of the room and this makes it very hard to breathe there. There is a man hole close to my machine. Whenever we have a heavy rain the cover on this man hole jumps up and down. The sewer gas that comes out of there is sickening. A good many rats have been coming out of this hole lately. The other men working in this room make a lot of smoke and dust. I wish we had our work in another department but I guess the Company has reasons for setting our machines here." 7
- B - 5. "Then we have plenty of roaches around our drinking fountain. The roaches crawl all over the place and even up to the drinking fountain and it is disgusting when you go there for a drink. I believe that a Company of this size really could do something about a condition like that."
- B - 6. "They should have some kind of a disinfectant for the cans here in this department, at least once a week or oftener."
- B - 7. "The drinking water is not fit to drink. It is warm most of the time. There is ice put in it but it is not enough. By two o'clock in the afternoon the water is very warm and then the drinking fountains are unsanitary. The flow of water is too slow and the men put their mouths right over them to get a drink and the spout is made of brass and it is unsanitary and easy to collect germs on."
- B - 8. "Our lockers are dirty. I don't believe they are ever fumigated like they used to be and I don't care about putting my clothes in them."
- B - 9. "The lockers are very small. At least two men use the same locker. They are also infected with roaches. I think this condition is more up to the men themselves than the Company. The Company makes an effort to keep the lockers clean, but men will not always cooperate with them."

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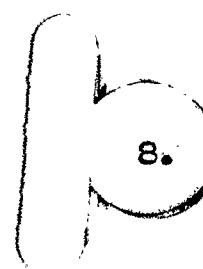
Unfavorable Comments (Cont'd.)

- B - 10. "The lockers are not so bad since they have been fixed but at one time I went to my locker for my lunch and a mouse had eaten part of it and I had to throw it away. Every once in a while we see a couple of mice around the lockers."
- B - 11. "I would suggest that they put some kind of a container in our locker room. The way things are thrown around on the floor it is not sanitary. I came in this morning and there was food thrown all over the floor and when I went there at noon it was still there only kicked to another place. That is so unlike the way the Company tries to keep up the place, and if there was a container there any girl would pick that up and put it in it."
- B - 12. "The ventilation is very poor in our locker room. When you open the door to go into the locker room all you can smell is dirty socks and dirty shoes. It is not very appetizing to have your lunch in there for half a night before you eat it."
- B - 13. "There are two men in a locker but I think that one man to a locker is enough because I don't know what the man with me might bring down and get into my clothes, and in that way I think that every man should have a locker to himself."
- B - 14. "The lockers here are not in a fit condition to keep our lunch in. When I worked in department --- they had nice clean lockers and when we would get our lunch out of the locker at noon, we never found cockroaches crawling all over like they do here. It is the same way with our clothes. I never know when I am going to carry home some of those bugs."
- B - 15. "There is one condition here that I do not approve of, and that is the lockers. They are filled with unnecessary trash.. If you place your aprons in there when you go home, when you come back they have a bad odor. What they should have is a locker inspection once in a while to do away with some of those dirty conditions."
- B - 16. "The girls wash their handkerchiefs in the drinking fountains and then we have to drink out of them. This is very unsanitary, in fact the fountains themselves could be improved upon as the water stands in them and you do not know what kind of germs you are drinking."

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Unfavorable Comments (Cont'd.)

B - 17. "We are compelled to wear masks on this job sometimes, but you know, these masks are the most unsanitary things that they could have. You just breathe the same thing over and over again it seems to me. I spoke to my doctor about it and he says to be careful and not use it too long if it is necessary to use it at all. New men coming in here can't stand these masks at all. They wear them for a couple of minutes and then they have to take them off. The gas fumes in this department are terrible also."



June 26, 1930.

SUBSTANCE ANALYSIS OF COMMENTS ON SMOKE AND FUMES
TAKEN FROM OPERATING BRANCH (1929)
EMPLOYEE INTERVIEWS

All comments regarding vapor or odor visible or invisible have been classified to this subject.

Interviews Analyzed -	10300	Men	6800	Women	3500
Total Comments -	1118	Men	733	Women	385
Total Favorable Comments -	54	Men	30	Women	24
Total Unfavorable Comments -	1064	Men	703	Women	361

Favorable Comments

	<u>Men</u>	<u>Women</u>
1. No fumes or smoke to bother us.	11	10
2. Do not have to inhale the fumes from the work.		2
3. The ventilation takes out all the fumes.	6	
4. Company has put in improvement to take away the fumes.	2	6
5. The suction pipes take the fumes away here.	7	4
6. The smoky condition is regulated by the proper use of the windows.	1	1
7. The fumes are not bad now.	3	1

Unfavorable Comments

1. Too much smoke, fumes, gases in here.	209	95
2. Get smoke, fumes and odors from the outside.	105	47
3. The smoke, fumes and odors are bad, disagreeable, terrible.	122	69
4. Smoke and fumes hurts the eyes and throat (85 of the comments by men came from Dept. -6315).		
5. The fumes and odors from the work makes me sick.	40	49
6. The fumes and odors are affecting my health.	29	22
7. The fumes, odors, smoke from the work blows right into our faces.	16	16
8. The smoke bothers me.	6	19
9. It is not healthy to have to breathe these fumes all the time.	6	11
10. No provision is made to carry away the fumes.	25	3
11. I do not like the fumes from the work.	3	8

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Unfavorable Comments (Cont'd)

	<u>Men</u>	<u>Women</u>
12. Odors in here don't bother me anymore.	6	7
13. We must breathe the fumes from the work.	11	3
14. The exhaust system does not take out all the fumes.	7	
15. The smoke from the machines is bad.	7	
16. We carry the odor home in our clothes.	5	
17. There is some dust and smoke in here.	3	
18. The steam and fumes cause skin eruptions.	4	
19. The job is dirty and smoky.	1	

SV

June 27, 1930.

TYPICAL COMMENTS ON SMOKE AND FUMES

Favorable Comments

1. "I am not bothered by smoke like I used to be in one of the soldering departments here at the Western."
2. "There have been a great many improvements done on the work we are doing. We do not inhale any fumes and we wear goggles to protect our eyes."
3. "The working conditions in our department are far above the average shop. The shop doing this kind of work is usually troubled with smoke and heat. Our room is large enough so that the smoke is carried away and we have a very good circulation of air."
4. "There is one thing I like about my job and that is the improvement we have on it now; we are not bothered with any odor like we were before the improvement. When I first started to work here I thought I would never stay here very long because I could not eat on account of the odor."
5. "Since they put in the suction pipe system the smoke doesn't bother us. The way it used to be, when they opened the cover on the rosin tanks, the smoke and fumes used to come out and scatter throughout the room, but now it goes up the pipes right away. We are up so high we never get any of the dust from the street so I really think that the working conditions here are very good."
6. "Our ventilation and light are OK. It sometimes gets a little smoky in here but that is overcome by opening the windows."
7. "The Company has treated me fine in all the years I have been here. The ventilation and light in our department are fine. Since we have moved into the new building the fumes are not bad. They are pretty bad in the old building."

Unfavorable Comments

1. "There is a nice breeze here, but where I work it don't ever reach me. All we have is smoke."

Unfavorable Comments (Cont'd)

2. "We do get some smoke and fumes from the adjoining department to our right. They have some kind of ovens over there and the smoke from them seems to come into this section. There are times also when we get fumes from our laboratory. I guess it is when they are carrying on some experimental test."
3. "In the morning it seems like the air is full of rosin, smoke and fumes. It seems to me as though they escape from the oven at the far end of the building. They are very disagreeable at times."
4. "The air is thick with smoke and it makes you cough and it also makes your eyes sore."
5. "We have some die casting machines in our section. At intervals these machines throw off a lot of smoke and gas fumes. The Company advocates walking to work in order to get fresh air. I come here in the morning feeling fine. After inhaling the smoke and fumes for an hour I am sick enough to go home. During the winter when the windows are kept closed the section is always full of smoke."
6. "I do not like this job very well. I think it is affecting my health. I think the fumes from the acid are affecting my stomach. I have been doctoring now for about three months. Before I came here I worked on punch presses and I used to do a lot of die setting and I like that work very much better than the work I am doing in this department."
7. "The fan is run too slow; it don't take the stink out of here. Lots of times it's too strong. When you work on it it all comes up in your face."
8. "The man next to me does some tinning, and the fumes from the metal bother me. Other departments have a suction pipe to take the fumes away, but we are not so lucky in this department."
9. "I work next to ovens which smoke considerably. There are suction fans here but they do not seem to draw the smoke out of the building. I do not think it is healthy to breathe this smoke as we are taught not to eat our lunch near the oven."
10. "I think they ought to devise some method of ventilation to take care of the smoke on certain jobs in the department. I don't think it is very healthy."
11. "There are two kinds of material that we work with in this department. One of these materials is not so good. It causes a dust. There is an odor from it that we do not like. That is from the material we are using at present."

Unfavorable Comments (Cont'd)

12. "When I first started on this job the odor used to bother me but since I have got used to it, it is all right."
13. "I have to breathe a lot of smoke caused by soldering. I think we should have ventilators to draw the smoke away."
14. "One time the Company put in some suction pipes that were supposed to take away these fumes, but the pipes and the motor were so small that they didn't help a bit. If these pipes were bigger I think it would work all right."
15. "The fumes from the machines are very disagreeable. It makes me cough and feel miserable."
16. "My clothes often smell from the fumes of the department and they also get covered with oil and dirt. This smell gets on my clothes that I wear home and from hanging near my good clothes they often get to smell the same way. It is an expense to keep your clothes clean here all the time especially your working clothes."
17. "There is some smoke and dust in our department, but we have to expect that when we are doing this kind of work."
18. "Three or four men quit on account of sores due to the steam. They ought to fix it so that it wouldn't come out when we open the doors."
19. "When I first came here to work I had a nice, clean job. Now my job is hot, dirty and smoky. I think that if a man rotated around the department it would give a man a better chance to learn the job and it would give everyone a chance to do this dirty job that I have."

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July 11, 1930.

SUBSTANCE ANALYSIS OF COMMENTS ON STEADY WORK
TAKEN FROM OPERATING BRANCH (1929)
EMPLOYEES INTERVIEWS

All comments on lay-off or constant employment have been classified to this subject.

Interviews Analyzed	-	10,300	Men -	6800	Women -	3500
Total Comments	-	813	Men -	552	Women -	261
Total Favorable Comments	-	600	Men -	459	Women -	141
Total Unfavorable Comments	-	213	Men -	93	Women -	120

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Employees appreciate steady work as a feature of their job.	110	29	
2. Employees appreciate steady work as a feature of work at the Western Electric.	143	62	
3. Present job is steadier than previous job.	14	1	
4. The Western Electric offers steadier work than outside companies.	62	26	
5. Previous employment paid more, but the steadier work at the Western Electric more than makes up for this.	38	2	
6. The Western Electric assures steady work to the right kind of employee.	1	2	
7. An employee with several years service is sure of steady work.	3	0	
8. An employee with several years service cannot be laid off on account of grudges, etc.	1	0	
9. In the event of lay-offs the new employees are let go first.	1	0	
10. The Western Electric takes care of employees during lay-offs, finding new jobs, etc.	7	3	
11. Steady work does not have to be paid for by bribery.	1	0	
12. The Western Electric retains good employees as long as possible during lay-offs regardless of service seniority.	3	0	

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<u>Favorable Conditions (Cont'd)</u>		<u>Men</u>	<u>Women</u>
13.	Employees hope that they will not be laid off.	14	5
14.	Work with previous company was unsatisfactory on account of frequent lay-off.	7	4
15.	Employees have steady work.	20	2
16.	Unsteady work is disliked.	9	4
17.	A large company offers more likelihood of steady work than a small company.	12	0
18.	Employees do not object to occasional lay-off.	0	1

<u>Unfavorable Comments</u>		<u>Men</u>	<u>Women</u>
1.	Employees are worried regarding possible future lay-off.	29	37
2.	Periodic depressions with consequent lay-off should be checked.	5	0
3.	Previous lay-offs have made employees very unhappy.	5	9
4.	Employees hope that they will not be laid off before their A. T. & T. subscriptions are paid up.	0	4
5.	Employees are working on short time.	2	0
6.	Employees are afraid married women will be laid off first in the event of a lay-off.	0	2
7.	Employees complain regarding the laying off of single girls and the retaining of married women.	0	2
8.	Employees complain that the order of lay-off is not according to service seniority.	6	1
9.	Employees were laid off when job left Hawthorne.	1	0
10.	Employees do not hold previous lay-off against the Company.	3	0

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<u>Unfavorable Comments (Cont'd)</u>	<u>Men</u>	<u>Women</u>
11. Irregular flow of work causes fear of lay off.	1	0
12. Volume of work is not similar in all departments causing local lay-off.	1	0
13. Employees are afraid of being laid off on account of job leaving Hawthorne.	1	16
14. Employees object to periodic lay-off.	11	0
15. The use of overtime and a night force have caused a shortage of work and a consequent lay-off.	0	1
16. Lack of material causes lay-off.	0	1
17. Labor saving machines may cause a lay-off.	0	1
18. Kearny and Baltimore plans might cause a lack of work at Hawthorne and a consequent lay-off.	1	0
19. Failure to make the bogey might cause employees to be laid off first in the event of slackness.	0	1
20. The large number of employees in the department used up the work and causes a lay-off.	2	0
21. The work is too unsteady.	4	1
22. Short period lay-offs are objectionable.	2	2
23. Employees were laid off, but came back again.	17	37
24. Turns are being taken in being laid off.	0	3

May 21, 1930.

TYPICAL COMMENTS ON
STEADY WORK

Favorable

1. "I like the job because it is steady."
2. "I like to work for this Company because the work is steady."
3. "I have worked steady all year. It is much better than my old job; I used to work a week and then they would lay me off a week."
4. "I like this Company because it gives a man steady work. It is better than the other companies I have worked for."
5. "I make less money per hour than I did on my last job, but the work is steady and at the end of the year I will be money ahead."
6. "The work is steady, and as long as you do a good job you don't have to worry about being laid off."
7. "The Company treats its old employees fine. I am never afraid of being laid off during slack times."
8. "I think one thing I like about working for the Western is that as soon as a man gets a few years service no one can lay him off if he gets a grudge against him."
9. "In case of lay-off the newer men go first."
10. "I like to work for the Western because when one department runs out of work they transfer all the men they can into other departments."
11. "The Western Electric is about the best large Company there is to work for. A man has steady work and he doesn't have to shell out part of his salary to hold it."
12. "I am working here for a number of years and I think this is a fine Company to work for. I am always satisfied to do anything that my bosses tell me to and I know that it is appreciated because several years back there was a big lay-off and they kept me and laid off people that had more service than I had."

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Favorable (Cont'd)

13. "I just hope they keep me here for a good many years."
14. "I worked in another factory. I had easy work and it was interesting, but it wasn't very steady."
15. "I have always had steady work."
16. "I like to work steady, I got good job, boss is all right and I am satisfied."
17. "I like to work for a big company because you always have steady work. I worked for several small places but as soon as it got slack I was laid off."
18. "I am just after getting a week off. We are kind of slack and they asked us to stay home for one week. I don't mind especially when we have weather like this. I was out every day. It was only last week."

Unfavorable

1. "We are a little slack right now and I am afraid I will be laid off. I don't like to change around. I hope I can stay here steady."
2. "It would be a big help if the Company could overcome the slack conditions that seem to hit the Company every so often. I hate to see the ax fall on anyone, and I have seen some pitiful sights in my day. I have seen many poor girls laid off that had families depending on their income."
3. "About two years ago, I was laid off on account of no work. I felt very bad and felt like crying down here, but didn't because I didn't want to show it, but when I got home I cried all Saturday afternoon and Sunday."
4. "I earn more money here and last month I bought five shares. I hope I am not laid off again until I have them paid for."
5. "Since vacation time we have had it pretty bad because we have been short of work. I have been able to make only sixty cents an hour, and then, I can only work about three days a week."
6. "I wonder if it makes any difference to the Company whether a girl is married or not. I hope when we get slack they don't lay me off because I am married."

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Unfavorable (Cont'd)

7. "When it comes to laying-off, they always lay-off the single ones and leave all the married women here. These married ones are always the first ones to say 'I don't give a d---. I'm going to quit soon anyway.' But still they won't get out and give a single girl a chance. What did they get married for if they don't want their husbands to support them?"
8. "For the last few years it seems that an old employee doesn't get any more preference than a new employee. What I mean is, that when the slack times come the old employee has to take a few days off every week the same as a new man who does not seem to take the same amount of interest in the job."
9. "I was much more satisfied when I worked on my previous job. I was laid off because the work I was doing left Hawthorne. The Foreman in the department I worked in before I told all of the girls that anybody with less than three years' service would have to be laid off, so I was one of the unfortunates."
10. "I was laid off once on account of lack of work, but I don't hold that against the Company."
11. "Another bad condition on the job is that the flow of work is not even. One week we have too much work and the next we do not have enough. A man doesn't know where he stands as he is not sure of his job from one day to another. When work begins to get slack it is a continual worry as a man doesn't know when he is going to be laid off."
12. "Some of the departments are working overtime everyday and here we are sent home every once in a while because we have no work."
13. "I expect they are going to move our work east and I suppose there will be another grand lay-off like there was before. But I hope this time they find a place for me."
14. "There is one thing I don't like. I was laid off too many times. Every time it became slack I was laid off. I like to get on one job and stay on it."
15. "For a while we worked overtime every night and Saturday afternoon and then they put on the night shift and that knocked everything in the head. They cannot even keep us busy all day. Last week I had to take a week off because they didn't have enough work."

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16. "I lost a half a day Saturday. We ran out of stock and when I came down to work the Gang Boss said I had to go home on account of no wire. I like to work steady and never lose a day unless I have to."
17. "That new machine is taking the place of fifteen operators. If they put up another machine like that, it will mean thirty operators. All I am worried about is, what will they do with all of us girls. I hope I won't be laid off."
18. "I suppose the bottom will drop out of things pretty soon. They will begin to lay men off. This new Plant they have started in Baltimore is going to take work away from Hawthorne. It is just like Kearny did. They claimed that Kearny would make cables, but they are doing the same things that we do."
19. "It makes me very mad when I can't get my rate out, when I try so hard. It really worries me; every night when I go home I try to think what I can do to make the job easier for me. When I work hard and don't get my rate out, my bogey is low. It always worries me, for fear I might get laid off when they get slack. My home is not in Chicago, and I would hate to lose my job."
20. "There is one thing that happened in here that I did not like. Some time ago we ran short on work and I was sent home for two days. This all came about because there are too many new men in the department."
21. "You never can tell though, a person might be here this week and the next week laid off."
22. "This job has been pretty good but last week I lost two half days. This thing of laying around two or three days a week without any work is not so good. I have a wife and two children and it is hard on me when I don't work steady."
23. "I have worked here several times before and never had any cause to complain. I never quit but was always laid off on account of lack of work. I was always glad to get back every chance I could."
24. "The work is a little heavy, and right now we are getting laid off for three days. I am waiting for my turn. This job I am working on right now is a little tiresome. It hurts my knees."

October 2, 1930.

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

All comments on reactions to, or the effect of personal contact with other people have been classified to this subject.

Interviews Analyzed	- 10,300	Men - 6,800	Women - 3,500
Total Comments	- 905	Men - 384	Women - 521
Total Favorable Comments	- 628	Men - 268	Women - 360
Total Unfavorable Comments	- 277	Men - 116	Women - 161

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Glad no negroes work here	27	8	
2. Western hires better class of people than other factories	12	18	
3. Enjoys attending dances and entertainments with "gang"	1	6	
4. Spends spare time with former school associates	1	0	
5. Enjoys working with nice people	32	76	
6. Employees in gang work in harmony	44	7	
7. Can depend on fellow workers	5	0	
8. Enjoys outside athletic activities	7	2	
9. Enjoys outside social activities	11	19	
10. Appreciated visits from fellow employees while sick or in hospital	4	7	
11. Everybody sociable here - makes employee feel at home	2	3	
12. Enjoys working here because so many people here and so many friends	0	8	
13. People here seem like old friends when you meet them outside	0	1	
14. Neighbors work here - makes it feel like home	0	1	
15. Saves because fellow workers do - ashamed not to	1	0	
16. Work not hard because gang plays ball together at noon - get along together	1	0	
17. Supervisors don't allow employees to swear before women	0	1	
18. Night employees more congenial than day employees	3	4	
19. This Company located in best city in world - no chance to get homesick	1	0	
20. Hates to quit job because of friendly associations with fellow workers	3	6	
21. Men in department very respectful to women employees	0	3	

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<u>Favorable Comments (Cont'd)</u>		<u>Men</u>	<u>Women</u>
22.	Old friends working here - keeps employee from getting homesick	1	0
23.	Good spirit among operators	4	4
24.	Enjoys meeting many different people on job	8	0
25.	Likes present job because there isn't much quarreling among operators	1	1
26.	Enjoys working with people from other towns and cities	0	1
27.	New employees treated fine	10	22
28.	Gets along O.K. with fellow employees	8	19
29.	Department combined and girls can be more sociable	0	2
30.	Likes job because no jealousy among operators	1	0
31.	Liked job after getting acquainted with girls	2	5
32.	Enjoys talking and mingling with operators who work near	0	2
33.	Goes to school with fellow workers and has a good time	0	1
34.	Has club in department which gives dances and entertainments	1	0
35.	Fellow workers agreeable	64	116
36.	This Company is a safe place for a young girl to work	0	2
37.	Nicer group of employees here now than previously	1	1
38.	Good fellowship at 13th Street Plant better than Hawthorne	1	0
39.	Enjoys eating at Company restaurant because of association with other employees	0	1
40.	Chance to get acquainted with many people here	0	3
41.	Likes it here because can be with a lot of girls	0	2
42.	Fellow employees are considerate in cases of bereavement	0	2
43.	Spirit of good fellowship better at this Company than others	4	1
44.	Good fellowship at Homan Ave. better than at Hawthorne	2	0
45.	Likes it here because there are so many who speak his own (foreign) language	2	2
46.	Likes present department better than old department because people are more sociable	1	1
47.	Good bunch in department - never steal anything from each other	1	0
48.	Shop employees more friendly and sociable than office employees	0	1
49.	People more sociable here than in East	1	0
50.	Day operators more friendly than night operators	0	1

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	<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1.	Transferred and new employees not welcomed in new department	0	2
2.	Long service employees favor each other over new employees	4	1
3.	Employees do not cooperate	16	6
4.	Can't talk friendly with any of fellow employees	0	1
5.	Has no friends to spend vacation with	0	1
6.	Can't go out with fellow workers because lives so far from them	0	2
7.	Different nationalities don't get along together	4	3
8.	People with "better" jobs overbearing to ordinary people	1	0
9.	Foreigners hard to get along with	4	3
10.	Getting too old to go camping with boys	1	0
11.	Can't get along with mechanic	0	5
12.	Low class of people here who steal from fellow employees	0	1
13.	Fellows here use obscene language in presence of girls	3	9
14.	Inability to get along with fellow workers makes work unpleasant	11	9
15.	Dislikes fellow employees	6	6
16.	Too much swearing here	6	9
17.	Truckers fresh and saucy to girls	0	3
18.	Borrowing money from fellow employees causes ill feeling	1	1
19.	Fellow workers all foreign, talked their own language	1	3
20.	Employees throw material around room, annoying others	2	1
21.	Fellow employees don't bathe and keep themselves clean	1	1
22.	Night and day operators cannot get along together	4	4
23.	One employee causes trouble with all rest of gang	9	14
24.	Employees here think they are a tough bunch	1	0
25.	Shop employees not as friendly as office employees	0	1
26.	Dislikes working with girls	5	0
27.	Chasers get fresh with girl employees	0	1
28.	Too many foreigners here who can't even read or write	1	1
29.	Would like to get a job working with a better class of men	1	0
30.	Dislikes working on job with a "bunch of kids"	3	0
31.	One employee's filthy habits disagreeable to others	0	1
32.	Employees steal personal belongings from each other	7	7
33.	This place is too large - not personal enough	1	0
34.	Employees fight over material	3	3
35.	Kidded by other operators	1	1
36.	Isolated from other operators - gets lonesome	0	2

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<u>Unfavorable Comments (Cont'd)</u>		<u>Men</u>	<u>Women</u>
37.	Married women make it unpleasant for single girls	0	1
38.	People here too busy to be friendly	0	1
39.	Old employees refuse to help new employees	2	2
40.	Fellow employees too much concerned over other employees' private affairs	1	7
41.	Ashamed of mode of dress of fellow employees	0	2
42.	Hated to leave old department because operators were so congenial	1	2
43.	Ill feeling among employees because some get better breaks	2	0
44.	Employees show obscene pictures to girl operators	0	2
45.	Girl in stock room is crabby and lazy	0	2
46.	Dislikes working with fellow worker who has social disease	0	1
47.	Fellows indecent to women employees when getting on street cars	0	1
48.	Jealousy among operators because one makes more than others	2	2
49.	Dislikes working with men who chew tobacco	0	3
50.	Fellow employees lazy	2	1
51.	Office employees stand in aisles in way of shop employees	1	0
52.	Don't go to noon dances because don't know latest steps	0	1
53.	Lost respect for girls since working here	2	0
54.	Don't go outside at noon, or to noon dances, because can't speak English	0	1
55.	Fellows get fresh with girl employees on nights	0	1
56.	Girl employees indecent to men	0	4
57.	Would like to work where there are more girls	0	1
58.	Disliked by fellow employees because failed to contribute to collection	0	1
59.	Fellows annoy women employees with remarks and attentions	0	4
60.	Disagreeable odor from fellow worker bothersome	0	2
61.	Not a choice lot of girls to work with here	0	3
62.	Girls in gang use filthy language	0	3
63.	Dislike working with people who eat garlic	1	1
64.	Fellow workers dislike employees because she is friendly with supervisor	0	1
65.	Company hires greedy type of employee who is disagreeable to work with	1	1
66.	Unpleasant to try to help fellow workers and then have them talk about you	0	2
67.	Bully in department causes trouble	1	0
68.	Feeling of good fellowship lacking in Chicago	1	1

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	<u>Unfavorable Comments</u> (Cont'd)	<u>Men</u>	<u>Women</u>
69.	Dont make friends easily - gets lonesome	0	2
70.	Single girls make it unpleasant for married women	0	1
71.	Girl friend objects to employee working nights	1	0
72.	Too few American-born people working here	1	0
73.	Fellow workers unpleasant to employee because she cannot speak English	0	1
74.	Dislikes employees' custom of always wearing good clothes to work	0	1

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TYPICAL COMMENTS ON SOCIAL CONTACT

FAVORABLE COMMENTS

1. "Another thing I like about the Western is that all of their help is white. Most shops doing my kind of work have colored helpers. These fellows are lazy and they are very hard to get along with. I am going to try to stay on this job as long as I can because everything seems to be very nice."
2. "It seems like the people here are so much nicer than other places I have worked in."
3. "I like to go to their dances with a bunch of the girls from here. We always have a swell time at their affairs."
4. "I hang around with the fellows quite a bit. I went to school with them. We have a fraternity, you know, and all of these fellows are from the fraternity. I went out to Morton, but I could only go there for a year and I had to leave and start working. We hang around on the corner, usually up by a drug-store. I suppose you would probably call us drug store cowboys. Some of the fellows are going down to Illinois now and some go out to DePaul. Once in a while we get together and have a football game, but we don't play it very much. Saturday all of the fellows went down to Champaign to see Illinois and the Army."
5. "The Western seems to be nice socially. I know all the fellows I am working with, and this place seems like a second home to me. I don't think I could work any place else after being here so long."
6. "I like to work in this department very well, because the men are so good. They will always help a fellow out. The fellows in this department work together."
7. "This is the greatest place I ever worked for. I think my fellow employees are an honest lot. I have always had my tools returned if they were lost or borrowed."
8. "I am interested in all kinds of outdoor sports. I did belong to the Hawthorne Club basketball, but in order to stay with them, I had to give up one of my evenings which I had with my team outside of the Company. Well, I didn't like to leave my gang that I played with outside, and the girls here did not seem to agree on the evening which I was able to get away, so I just had to drop it to my sorrow. The Company's gymnasium is a dandy place. It is one of the best I have ever seen. The showers are wonderful. The tennis courts are plentiful. There are enough of them, but still I have had difficulty in getting one."

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9. "I just love to dance. My sister said she never saw anything like it. I had to stop dancing for a while when I was hurt in the accident and I felt terrible."
10. "I had been sick and enjoyed the visits of a girl friend from the department."
11. "In a general way I feel that the Western Electric Company is my home. I speak to everybody in the morning and everybody speaks to me. I always say I have a better home at work than I have in my own home because I am always happy and contented here."
12. "I am so used to this place and I like it because I have a lot of friends working here."
13. "You talk to people here and then when you meet them somewhere else you talk just like old friends. Just like one of the nurses that took care of my finger at the hospital. I had an infection in my finger from one of the jobs I was doing and this nurse took care of it and then I met her at a dance and she spoke to me just like to an old friend. I think they have very nice nurses here."
14. "Well, as far as the Western is concerned I like it real well. They have so many sports here that the employees can participate in and most of our neighbors work here because I don't live so far from here and it feels like home. I really like to work here."
15. "I like the way the Company helps us to save. I have worked in other places where it is much harder to get ahead. I like to have the Company take the money that we save out of our pay. I think most of the men in the department are thrifty and that helps me as much as anything because I know they are getting ahead and have automobiles and I feel a little ashamed if I don't."
16. "I like my job all right. I only live a short distance from here and it is easy for me to come and go to work. The work isn't hard as we have a good bunch to work with which helps as we go out to play ball together at noon."
17. "One thing, the men can't swear or use vulgar language around where the girls are. All we have to do is to report them and the boss will put them in their place."
18. "It is more quiet at night than during the day and everybody seems to be much more sociable."
19. "I came from ---- and I think this Company is located in the best city in the world. There is always some place to go, and a fellow never gets homesick."
20. "I like everything in general here. I never worked anywhere else and would sort of hate to leave this place; I feel so at home. We are like a big family in this department."

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21. "There are only a few girls in this department, but the men are very nice. They are so respectful to us."
22. "There are four or five boys from my home town working on this job, and this keeps me from getting homesick."
23. "I have worked for the Western longer than for any other Company because the fellows are all friendly and we have a good time."
24. "On my job I am constantly going from one job to another and in that way I am always meeting people. That one thing makes the work interesting and helps to make the time go by quickly."
25. "There is no fighting up here as there was down there among the men in the factory. When your boss says do something, you do something. He is the boss. I have been in the army a lot in Europe. Just the same as the army. The boss is all right. We have no trouble. All the men get along all right here. My boss is transferring me back to the department I used to work in. I like that. I asked for a transfer, and I go back to buffing. He can't transfer me right now, but I know he will as soon as he can."
26. "I work next to a couple of girls who are from out of town and I think it's quite interesting to be working around people like that. It gives me a chance to learn how people in other cities live. There seems to be an awful lot of people who are from out of town."
27. "I worked in another factory and they did not treat me as nice as I am treated here. The Forelady is real nice to talk to and the girls are nice too. I did not know anybody when I came here, and the Forelady told a couple of girls to show me how to punch my time and to take me to the washroom and locker room. They did that and I got acquainted."
28. "I like all the girls that I work with."
29. "The section of the building we are working in now is much nicer. We seem to have more room and now the girls are all together and it makes it so we can be more sociable."
30. "The job in this department is much better as there is no jealousy over here."
31. "When I first started here, I thought I would be in war because I could not talk English, but everybody was so nice to me. When they saw I could not understand they brought someone to me who could talk my language and I certainly appreciated that. And I'll tell you, that all the English I know I learned here too, because everybody tried to make me understand everything. I even got my brother a job here because I know that this is a good place and that they will treat him all right."

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32. "I think my job is interesting because the day goes by so very fast by having so many things to do. And I am able to talk and mingle with the other girls around me and get their ideas about the work also."
33. "This year we girls are going to school together and we have a good time out of it. There is a group of us going to our school and we have nice times like that. Although there are a few that try to high-hat you a little on account of their education but there are enough of the other kind of people to make up for it."
34. "Another fine thing here - we have a club of our own in this department. We get together and elect officers and run dances. We have a committee made up of members of each section who are elected by the entire group. This committee appoints the dance committee and their word must be taken by everyone. The instructor helped us out at first until we got the meetings going. The money we get from the dances, banquets, etc. we use to buy athletic outfits and medals. That club seems to help keep the fellows interested in their work and makes them feel that they amount to something in here. They have a lot more interest in the Company too."
35. "The girls that I work with are very sociable, they are always willing to show you and tell you things that you don't know about your work and about the place."
36. "My father is satisfied that I work here and he is rather strict. He thinks as he has heard from a neighbor man of ours that this Company is a good place for a girl to work. Girls working here so long, I should think, is evidence enough. I think they take good care of their help here."
37. "We have a nicer bunch of fellows to work with than we had when I started here. At that time the Bosses were all ex-pugs and the men were all wops. I don't think there was a day passed, but what the Supervisors and the men did not have a fight after work. They have transferred all those bosses and fired all the wops."
38. "This is only a small shop. The good fellowship is better than it ever was at Hawthorne."
39. "I like to eat my lunch in the restaurant because a few of the girls in the department and myself have the same table every day and it gives us a chance to talk to one another. Besides the place is clean."

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40. "I've worked at several places but I like working here best of all. I think this is the best place I have ever worked at. They pay you higher wages here and they are a lot nicer in many ways. Here, you have a chance to get acquainted with more people."
41. "I like to work and I like this sort of a place to work in because I can be with a lot of girls, and the department I work in is nice, but I think I could have got a better break than I did with the job."
42. "I will never forget how nice the boys and girls in the department were to me when my little girl died. I certainly appreciated the help I got from them."
43. "The good fellowship around the Plant seems to be better than in the other companies. The men are always willing to give you a hand."
44. "It is much better here in every way than it was at Hawthorne. I hope we never have to go back to Hawthorne, as we are all one big family here and all know each other. We go out and play ball at noon hour together, and we have wonderful times. I hope we stay here forever. That is how well I like this place."
45. "I can't speak very much English. Again I find a number of fellows here who can talk my own language, and I get along fine."
46. "I was transferred to this department about seven months ago after working in another department three months because I couldn't make my rate there. I like this department very much better because I like the people better. I can understand them and they seem more sociable. I find my job here satisfactory. It is day work. It is supposed to go on piece work but I don't know when."
47. "We've got a pretty good bunch around here. I hardly ever miss anything where I am now. It is not the fellows in the department that take anything, it is the men from other departments that pass through here that take things. The fellows in this department never steal anything from each other. I know if I see a pair of shears or pliers laying around I always pick them up and ask whose they are."
48. "I like it here very much and the girls I work with seem to be more friendly and sociable than they do in the office."

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49. "They sent most of the work to Kearny. There is only a small gang left in the old department. They sent some of the men to Kearny but they did not like it there. It seems that most people like it better here in Chicago. I know of a fellow in our gang that came from New York. I asked him if he would like to go back. He said, 'Oh, no, I like it better here. The people talk to you here and there you can work for ten years and the most they would say would be 'Good Morning.' Well, you know that New York is a big city with all big buildings while here there is more room for the city to spread out. People don't have to be so crowded. I think that is why they are more pleasant here in Chicago."
50. "The girls on the day shift seem more friendly. There are more Americans. On nights we have mostly foreign women and they only talk their own language. I am a foreigner myself, but many of the foreigners that I have been working with talk either Bohemian or Polish and I could not understand them."

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UNFAVORABLE COMMENTS

1. "There is one thing I don't like. I don't know whether it is the Company's fault or not. I have talked this over with several girls. It seems that when a girl is transferred from one department to another she is never welcome where she goes and we all feel that. They take us in other departments because we are forced on to them by the Personnel Department. It is no fault of ours when one department is slack. We work in another department but they seem to think we are lemons because we are being transferred."
2. "Another thing that I don't like around here is that some of the old timers do not cooperate with the new help. We have some heavy boxes to lift and we have been cautioned not to lift them alone. Sometimes I will have one of these old timers help me and when he sees a friend of his lifting boxes, he will let me alone and help his friend. Those of us who do not have the friendship of the old timers must work alone. I do not like to complain because I will only get in bad with them. Sometimes when I do complain to the old timers themselves, all they say is if I don't like it I know what I can do."
3. "There is no cooperation in this department."
4. "I feel much better since I told you my affairs. It has relieved me. I feel quite strange in this department, can't talk friendly to any of the girls."
5. "I stayed around the house and rested during my vacation. I have no one to go any place with me."
6. "I have made some acquaintances here at work, but not outside. I go home at night, listen to the radio, and the folks where I stay take me with them once in a while. It seems it is too far for me or some of the girls in the department to go anywhere, because I live West. These girls live South, so you see it would not be very pleasant to be on the street cars all the time."
7. "Although there are about three hundred employees in our department I really haven't a friend there. Most of our operators are Polish and are inclined to be clannish. Furthermore we have no interests in common; for instance, it would be useless for me to talk to them about banking. They are just not intelligent enough to understand. Our interests are entirely different. There are only a few of us Germans in the department and it seems that these men of other nationalities are jealous of us. If we only make about thirty dollars per week everything is all right but when our earnings are high they don't seem to think it is right that we should earn good wages."

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8. "Before I forget there is one thing - people around here that have jobs better than average (I don't mean the bosses) seem to hold the ordinary working man in contempt. It don't seem to be only in idle hours but I am afraid it is being practiced during working hours as well. That has a lot to do with the welfare of the working man, you know. When someone like that comes around and looks at a man in that manner it takes a man's mind off his work and makes him angry. For instance, when some people come walking through the department over there (they have some sort of jobs, I don't know just what) they have no regard for the working man. They bump into you, holler at you and don't give you any consideration at all. There seems to be no cooperation between the workers at all."
9. "Since I have been in this department my biggest trouble has been in getting along with the foreigners that work on this job. They seem to realize that I am a little better educated than they are and they do all they can to make my job hard. It doesn't do any good to try to be friendly with these fellows because a good many of them can't understand English at all."
10. "Last year I went out with the boys on one of their camping trips and we played ball and went rowing and had a nice time but I am too old now, I can't go to those things any more. I would like to get in with the boys that are going camping from this place on my vacation because I like camping and fishing and always have a good time."
11. "This is a straight piece work job and if I don't have to wait for stock I make good.
Sometimes we have to wait for cotton. Before we had to wait for reels but we have plenty of reels now. Then, too, we have to wait for the mechanic. He is a little slow and he gets sore and hollers at us if we ask him to come and repair our machines. If you wait for him for a while he will come over and say, 'Don't you know how to fix that yourself?' And sometimes he will go away without doing a thing to the machine and it is up to you to fix it yourself."
12. "I have been treated well by the Western but I want to tell you there are some pretty low people working here. I had a valuable gift stolen right out of my purse, and someone that I worked with was the one that took it. I have felt terrible ever since then. That's the funny part of it. I was working all day Saturday and about five minutes before 4:00 I happened to be getting ready to clean up my place and I opened my purse and could hardly believe my own eyes when I saw it gone. Everyone in the department was all ready to go by that time and my boss must have been gone because I looked around and he was not to be seen, and before I could get my wits together, the whistle blew and they were all gone. The following day being Sunday I couldn't report it but the first thing Monday morning I told my boss but he didn't make much of it, and to think that gift cost my husband close to \$300.00."

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13. "Some of the fellows in this department are not very particular how they talk in front of girls. They are very smutty."
14. "I don't like the gang I am working with. They are not the right sort so that makes things unpleasant for me. I would like to be transferred but I am well satisfied with my work and I would only be hurting myself."
15. "I don't like my associates in this department. They are jealous and don't get along. In the other department I worked in we were all like sisters and would do anything for each other."
16. "There is considerable profane language used among the operators."
17. "We have a trucker on the floor here who is very fresh. He is here only a few weeks and I just wish you could hear how saucy he is to the girls. He is supposed to bring our work and wait on us as to keep us busy on the job but he certainly is not a very willing worker. I had him wait on me for one week and that was plenty. Thank goodness, he is now working in a section on the other side of the room."
18. "There are a lot of little things which happen in the gang that do not make for harmony, and often times these things lead up to scraps. There is one fellow in this department that has a drag with the boss because he is of the same nationality. He has borrowed money from several of us and never makes any attempt to pay it back. The fellows seem afraid to ask him for it because he can do them so much harm with the boss."
19. "It is a bad policy for the Company to put too many men of the same nationality in the same department. I worked in department --- and every man in that department was Bohemian but myself. They never spoke English from morning until night. Even the boss gave them orders in their own tongue. It was very lonesome for me to work all day and have no one to talk to and several times I felt like quitting the Company. I cannot talk English very well, but I can talk enough to hold a conversation, and even though some of those men could talk English they insisted on talking Bohemian all the time."
20. "The fellows on the other side of the room have a habit of throwing piece parts over to this side when they want to draw someone's attention. We have reported it to the gang boss but they are still doing it. These piece parts are heavy and if they hit someone there is liable to be some trouble."

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21. "The only thing wrong with this job, and it is not the Company's fault, is that some of the men don't keep clean. They work here week in and week out and I don't think they ever take a bath. The fumes from this work gets into their skin and they smell very strong.
22. "One bad feature of working nights is that the day gang is always riding us. They kick and say that we don't clean up in the morning but I know that I sweep around my machine every morning before I leave."
23. "We have a maniac in the department. He is forever calling somebody names. He fights with everyone in the gang and calls them ---- ---- ---- ----. I expect to see the gang waylay him some day. I saw one man so mad at him that I thought he was going to draw a knife on him. He was frothing at the mouth he was so mad. I don't know what causes him to be that way unless it is home conditions. He has an idea that he is right, and that everybody else is wrong. Without a doubt he is a mad man. I am afraid he will kill someone when he has some of those mad spells."
24. "I will say one thing, I have never seen a bunch of fellows who thought they were so tough as these guys do over here. I told one of them to come out in the alley and I'd break his neck for him."
25. "The people are different in the office and the environment is better. I could make friends there quicker than out here. There is a different class of people altogether; but I am willing to make the best of that if I could only make enough money. I think I was given the best job in the shop. It is a nice clean department, and I couldn't complain about that. The work is interesting and clean but it is not on a paying basis, and it seems that everyone around the Western is earning money but this gang."
26. "Another thing I dislike was working along side of girls. As far as I am concerned, they are all pests."
27. "The only thing I don't like about the work is that the chasers get very fresh. Sometimes they get me disgusted. They think because I am a girl that they can talk to me as they please. They doubt my word and sometimes they talk very mean."
28. "I can't understand why the Company hires girls who can't talk English. Why don't they make them go to school and learn to talk our language. Our Section Chief has a terrible time trying to make some of the girls understand him. I understand they have English classes here. Why don't they make them attend these classes either here or in the public schools. It would not cost them anything, just a little of their time."

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29. "I hope that some day I can get a job working with a better class of men. I think about the only way I am going to be able to get out of this department is to quit, because the Foreman absolutely refuses to give anyone a transfer. One man in the department has been after a transfer for over two years. It seems very foolish to me to keep a man on a job when he isn't satisfied because I know that I am not doing my best in this department, and I don't believe I ever will."
30. "I just hate to start to work here every morning. There are entirely too many kids in the department; you know what I mean. A fellow over 30 years of age doesn't like to mingle amongst kids. I used to do ---- work, and I was always under the impression that I could make more money if I could get a transfer to some other department, but I found out that I have to put in five extra hours each week, and then I'm only making as much as I did for the straight forty-eight hours on the ---- job. I don't want to quit the Western, but I sure would like to get back. There's no cooperation amongst these young kids down here. My average of thirty three dollars per week with the five hours overtime each week is not so bad, but I believe a married man should at least make thirty-five dollars in order to make ends meet."
31. "This girl that I have in mind is positively awful. She spits in tissue paper, and sometimes worse than that, until I could not stand it any longer. The Gang Boss sent her to the hospital. She came back and gave me the laugh. What I think this Gang Boss should have done is to have told the Foreman of some of her filthy habits and get rid of her. She is a disgrace to the Western Electric Company. I know if the Personnel Department knew about it, they would not keep her or tolerate her doings very long. She would spoil any good girl that she came in contact with. Instead of her going to the washroom at the rest period, she washes her hands in the fountain or she will sit in the department and spit in her hands and wash them that way. The reason I say this girl is filthy is because she really is. She seems to think when she does these things, it is a joke."
32. "There are all kinds of people working in this department. Some time ago someone broke my tool box and stole several tools."
33. "I don't like the size of the place. It is too much like an army. It is not personal enough. All they want to know is, 'What's your number?'"
34. "We have quite a lot of fist fights and arguments over the work, as to who will get the best paying jobs. Only about a week ago there was a terrible fist fight, and a lot of ill feelings. You can see the men even now. They are still all scarred up from the battle they had. It all started because one of the men had been

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doing a good paying job for a long time. It happened that the other day he was working on a different job, and one of the other men in the department grabbed his paying job. Then the trouble started. This fellow thought that no one else had a right to work on that job, and he was pretty well peeved to think that anyone would have the nerve to grab his good paying job."

35. "There is a boy in our gang that is very snippy; I don't bother anybody, and he always tells me I am a horse's tail because I haven't bobbed hair; that is my privilege. I don't like bobbed hair, that is why I didn't have it bobbed. The girls in my gang laugh at me, and tell me I am a fool for working hard, and I don't get credit for it anyhow. They don't have to work hard and they get a raise."
36. "I am sitting all by myself. I have no one to talk to, and I get so lonesome."
37. "The jobs that have very little work on them are the ones that pay so much and the others again that have so much work on them take so much time, and pay so little.
There are some of the married women who have big farms, two automobiles, and a bungalow and they are the ones who are always snitching on a single girl who has nothing and must support herself and her family. They begrudge these girls a decent living when they see that they are getting a job where they could make five dollars a day. These women are not satisfied unless they hog up all the good jobs all the time."
38. "It was hard for me to get used to working here. I did not like working here at all, but now it's all right. Where I worked before, the employees and the customers were so refined. Everybody tried to be so nice to each other. Here, everybody is so busy and are in such a hurry. They haven't time to bother about anybody. But I'm satisfied."
39. "When I started in this department I started for eight cents per hour less than a new man starts for now. Of course, now I am getting as much as a new man. While I am working they are standing around or looking out of the window. If you ask them to do something they tell you, 'Why don't you do it yourself?' That means the men who have been here longer do more work and yet get the same pay as a new man who stands around most of the time."
40. "The girls I work with talk too much. They try to tell me what to wear and what not to wear and it gets on my nerves but I don't pay any attention to them."

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41. "We have a new girl in our department and I wish somebody would speak to her. She is half dressed. I don't like to say anything because as long as I have worked here I never had any trouble with the girls. I hate to tell the instructor. I don't want this girl to get to hear it, but I am so ashamed of her."
42. "The people in this department are not as sociable as they were in the other. Down there we were all like one great big family. All they think of is making money."
43. "Things don't seem to run as smoothly as they should in this gang. Things will run along smoothly for a while, then all of a sudden some one will stir up a row and it will last for weeks before they will get over it. Sum it all up, and I think it is nothing but jealousy."
44. "We have a machinist here who works around the girls. He is a married man. The pictures he brings down are something terrible. Every time he brings a picture down here it is worse than the one before. He shows them to the men first and then brings them around and shows them to some of the girls. He knows enough not to show these pictures to the married women. I was wishing somebody would show me one of those pictures. I would bring it right in to the boss."
45. "We had one girl in our stock room that was very nice. Whenever you would go for stock she gave it to you right away and would always smile, but now the girl that is taking her place is so crabby. I asked her for some stock and she said, 'I haven't anymore. We are out of it,' but I didn't believe her so I waited until the man was in there and I went up and asked him for the stock and he gave it to me without a word. I think she was just too lazy to look for it and that would mean a lot of work for me because I would have to change my whole machine if we ran out of that stock."
46. "I don't like the idea of having to work with people who are diseased. This happens to be a social disease."
47. "The Twenty-second Street Car is terrible in the evening when I go home at five o'clock. The men push the girls out of the way and get on first. They also grab the girls by the legs. One young fellow that works here at the Western Electric Company, grabbed my leg where he was not supposed to and made me feel terribly bad. I cried when I got home, I was so mad. I never thought they had such fellows in the Western Electric Company."

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48. "Some of the boys working with me are too jealous. They fool around most of the day and are not able to make any money, and when they see me turning out plenty of work they holler about me getting all the good jobs. When they get the job, they cannot do any better than they could on any other job. I guess they cannot figure out how I can make money on all these jobs, but I work like ----; and if they would do the same thing, they could make a good day's pay too."
49. "Another very disgusting thing is to work right with men that are always chewing tobacco and spitting on the floor."
50. "I think they could get along with less girls and could accomplish more work. Half of the time the girls are waiting for more work and that is why our percentage has been so low. I must say that there are some girls in this gang that are so lazy they hate to move."
51. "Say, why do the guys from the office think they can stand around in the aisles all the time and never get out of our way? They walk right in front of you and don't seem to give a ----."
52. "I don't go to their dances at noon. I can't dance the latest steps so I don't go. I have friends and I go around with them, but only in here."
53. "The girls of this department strike me as being of a low type. They talk about their fellows and about how they were treated by them the night before and they know that we are listening in on the conversation. This makes me lose respect for them."
54. "I don't want to take a walk outside at noon or go down to the dancing because I can't talk a good English and then when somebody says something to me I can't answer them back."
55. "I worked nights four months and I liked it all right but some of the men that were on nights would stand in dark places between boxes that were piled up high and pass dirty remarks to us. We had to go quite a long way to the washroom. At first two girls went together but later on one girl went at a time. One fellow always got fresh to me. I slapped his face a couple of times and told him to keep away from me. I told our night Gang Boss about him and he told the fellows to behave themselves but they never paid any attention to him. I think that fellow got fired because I don't see him around any more."

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56. "There are two girls in our gang that talk very indecent to the boys. One of the girls brought a filthy book down for the boys to read. It was getting so disgusting that we had to report her. I have noticed that the supervisor bawled her out but I don't know if she knows who reported her. It is very embarrassing to have girls like that working in a gang."
57. "I would like to work where there are more girls."
58. "I do not like it that I have to give in money in collections when I do not know the girl. Just a short time ago my mother was very sick and in the hospital, and my father does not make very much money. My brothers and sisters have to go to school, so I told them that I could not afford to give any money in this collection. The girls got mad at me because I could not afford to give any money. They would not speak to me. I could not help it. I could not give one or two dollars. It made me feel very badly. Then these girls who gave so much money would talk about it afterwards. This I do not think is right. I said to one girl who was complaining. I asked her why she gave money when she did not like the girl. This made her sore."
59. "There is a man in a different department who always wanted to talk to me. One day, he grabbed me by my hand and wouldn't let me loose. There are others at the bench that whistle as I go by just so I'll look at them and it makes me feel cheap. I suppose they do that to every girl that passes."
60. "There is a girl in my gang who has a terrible odor. It is sickening at times. I feel very sorry for this girl because she seems to be very clean. I really feel she cannot help it, but something should be done. She said that one time she was not feeling very well. The odor was terrible the last hot days we had. It most made me sick."
61. "There isn't a choice lot of girls in this department to work with although I get along with everybody."
62. "I don't get along with the girls in the gang very much. They always look for trouble and they talk very filthy. Sometimes when I get mad I swear but they are terrible."
63. "Once in a while you run across a man who has been eating garlic. It is terrible when you have a man like that working near you."
64. "The supervisor is a friend of mine, but in the gang she treats me just like she does the other girls. It is only outside of work that we carry on our friendship, and it seems regardless of what I

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do, the girls in the gang always throw up remarks to me that I can get away with anything. Sometimes it don't amount to anything, but they just seem to watch me, and they think I have a drag with her. Many times I wish I was transferred out of the department altogether."

65. "This Company seems to hire a certain type that is greedy for every cent they can get, and they are miserable to work with."

66. "Sometimes it is not so very pleasant to try and help an operator learn a job then find that she is naturally stupid and when you walk away hear her pass some nasty remark about you that is not true. Things like that sort of get me discouraged because I do try very hard to teach the girls in such a way as to make the work easy for them. Besides, knowing that that kind usually even tries to change the attitude of the whole gang toward you to bad."

67. "Say, about a fellow who works in our department. He thinks he is quite a bully and when he heard I was transferred he got smart. I said to keep quiet, but he poked me. I told him I could have him fired for that and to come on outside.

I have been worried about that, but I am glad that you know it. I wish something could be done about him. I bet everybody else in the department wishes the same thing.

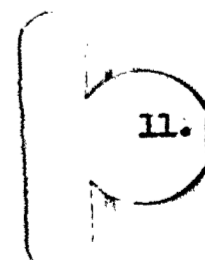
The other day he very nearly caused an accident by pushing a fellow into a high pile of pans. If they had fallen back on him there would have been quite an accident."

68. "The only thing that I really dislike in Chicago they lack all brotherly love feeling that we get back East. I am from Pennsylvania and back there they really know what hospitality means. If you made a friend, he will always be your friend. They appreciate your association more than they do here. Over here they seem so mechanical. Every move or action seems to be according to specification. They never go out of their way to speak to a friend, at least, that has been my experience."

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69. "Operator started to cry, had no handkerchief and asked interviewer to let her go and get one. Interviewer asked operator why she was crying and she said thinking of home always made her feel very bad because she was home-sick and very much alone and she did not know the city and did not know where to go for any fun."
70. "The girls make it rather unpleasant for the married women in here. I am married myself and I can feel it. They are always throwing slams about our husbands not supporting us. I am sure if I could stay home I would be glad to, and it hurts me to be insulted that way. There are a lot of married women in here and I know there is a bad feeling amongst the girls on that account. Whenever there is a slack period the first thing out of their mouths is, 'Why don't they lay off some of these married women; they have husbands to support them.' I thought this over lots of times and I think it should be stopped as long as the Company is willing to keep the married women here."
71. "I don't know. I am not crazy about night work. I live about two miles from the Plant and I have to walk home every morning because I can't get a street car. The first morning I waited about three-quarters of an hour for a car and then I decided to walk home. The Berwyn & Lyons car line never was any good. When I was on the day shift I was never able to get on the car when it reached my street because it was too crowded. I thought I would get used to the night work but I have been on the job two weeks and I sure have a hard time sleeping during the day. I wake up every two or three hours. Another thing, my girl don't like the idea of me working nights. Every time I see her she is crying about it. She wanted me to quit the job but I told her I had to learn a trade and I was going to stick it out."
72. "The thing that I dislike the most, is the fact that there are so few American born people working here. It seems like they would rather hire foreigners than Americans."
73. "It is so hard for me here. No one wants to talk to me. My other boss didn't care for me to work for him. He said, 'Go to the instructor. I can't use a woman that doesn't talk English. Why don't you go to night school and learn before you come to work?' I can't learn at school. I have to keep my two children and work nights. They are so mean to me here - no one wants to talk to me."
74. "I don't like the custom of the girls wearing such good clothes to work, and if you are not one of them you are laughed at. When I worked in another factory outside of Chicago we girls could wear gingham dresses and cotton stockings to work and nothing was thought of it; but if you don't wear silk stockings and dresses here you are out altogether. I think we girls have to spend too much money for our working clothes."



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

All comments regarding the degree of heat or cold and its effect in particular locations have been classified to this subject.

Interviews Analyzed	-	10300	Men	-	6800	Women	-	3500
Total Comments	-	1345	Men	-	955	Women	-	390
Total Favorable Comments		225	Men	-	165	Women	-	60
Total Unfavorable	"	1120	Men	-	790	Women	-	330

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. The temperature of our room is satisfactory	58	0	
2. The temperature of our present building is far better than the old (warmer, cooler)	15	26	
3. It is nice and warm here in the winter	26	12	
4. The temperature of our department is a whole lot better than it used to be (change, better condition etc.) Warmer, cooler	26	9	
5. Our Department is nice and warm, or cool	14	9	
6. The Western Electric Company keeps a far more satisfactory temperature than other firms I have been with (warmer, cooler)	14	2	
7. I like it here because it is so cool in the summer time	10	1	
8. The temperature on this job is better than on my other jobs (warmer, cooler)	1	1	
9. I prefer night work to day work as it is a whole lot cooler	1	0	

	<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1. It is awfully hot or cold in our department depending upon the weather outside	230	105	
2. Some of the equipment in the department effects the temperature here (hot or cold)	95	20	
3. A lot of cold air comes in through the doors windows, bridges, skylights, etc.	105	26	
4. Our own or neighboring machines throw off a lot of heat	31	7	

July 1, 1930.

<u>Unfavorable Comments (Cont'd)</u>		<u>Men</u>	<u>Women</u>
5.	It is dreadfully hot or cold in our department	70	51
6.	My job is too hot or cold	62	14
7.	I believe the temperature I experience is effecting my health	53	9
8.	The particular part of the room in which I work is hot or cold	16	8
9.	Our windows are inadequate, not situated right, not utilized right, or don't operate right	28	14
10.	The ventilation method in use here makes me cold	7	11
11.	The heating equipment is very hot when we have to stand close to it	4	1
12.	Some of us wish to have the windows open and some closed and the room is either too hot or too cold for some of us	11	29
13.	The temperature of this department holds us back on our work	2	5
14.	The skylights or windows draw an awful amount of heat	32	7
15.	We are subjected to hot and cold temperature at the same time	4	0
16.	The lights we use here make it very warm in here	1	3
17.	I find the heat I am subjected to to be very fatiguing	5	1
18.	The position in which the material is placed makes it very warm in here	1	1
19.	Our department is kept too hot in the winter time	4	1
20.	The cooling or heating apparatus is not functioning right	10	0
21.	I find it quite cold at night	11	9
22.	The heating or cooling equipment is not situated right to do us the most good	1	0
23.	There is heat attached to my job, but it don't bother me	6	2
24.	The heat or cold on my job causes a decrease in my earnings	1	2
25.	I liked my previous room because they had a fine cooling system	0	1
26.	Our department feels very damp	0	3

June 21, 1930.

TYPICAL COMMENTS ON TEMPERATURE

Favorable Comments

1. "The lighting and heating systems are very good."
2. "Everything is fine now. In the old building it was no good. In the summer time it was too hot, and in the winter time it was too cold, but now it is good all the time."
3. "We have the right amount of heat here in the winter time."
4. "It is nice and cool in this department - much better than it used to be before they changed it."
5. "Oh, I have a nice place to work, it is nice and cool here."
6. "It is nice and warm in here in the winter time. Some of the other plants where I have worked it was pretty cold. That is what I like about it here."
7. "This is a great place to work. The room is nice and cool all summer long, and very airy. No one could ask for anything better."
8. "I like this job better than my old job because it isn't so hot here. It was awful hot work especially during the summer months."
9. "I like night work better than day work. I feel much freer at night and it is much cooler."

Unfavorable Comments

1. "In the winter it is pretty cold in here and in the summer it is a regular hot box. It is caused from the sky-lights."
2. "It gets pretty warm in our department on account of the old pipes over our heads. It gets as hot as one hundred and fifteen to one hundred and twenty degrees, and we have no fresh air coming in from the outside at all."
3. "When they unload the steel from the cars they push it through the windows. It gets so cold in this place that a man almost freezes to death."

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Unfavorable Comments (Cont'd)

4. "There are some die casting machines in this department which create a great deal of heat."
5. "It is very warm and close in the section where I work."
6. "I don't like this job very well; it is altogether too hot and dirty."
7. "I also have several hundred degrees of heat to contend with every few minutes. My eyes seem to be getting sore. This change of temperature every few minutes may cause my eyes to be getting sore. It may cause the pain in my lungs."
8. "They have a cooling system in part of the department but they should have extended it over the entire department. We used it down at our end of the room."
9. "I am working in a very hot corner of the room. There is no ventilation there because the windows are a good many feet above my head. We need the high windows in the department but I wish they would put in some windows a little lower so that I could get more fresh air."
10. "All last winter I had a cold because they have a system of opening up the windows on both sides of the room at the same time. I am usually quite warm and perspire and when they open up those windows and that cold draft gets right down on my back and it makes me sick."
11. "I do not like the way they have the heating devices placed here as they are only three or four feet away from my back. It is not so bad right now, but in summer it makes it a very hot place to work."
12. "The place where I sit is terribly cold. The fellows in our department are too fresh, they open the windows all the time. If we girls close the windows they yell at us and get right up and open them again. They tell us to put more clothes on."
13. "It gets terribly hot here, and sometimes I am kept back on my work on account of that."
14. "This room is pretty hot in the summer time, because of the sky lights."
15. "I work on a side bench and in winter we always have a cold. There is cold coming from the windows and heat comes from underneath the bench; this way you are working in two extremes of temperature which causes sickness."

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Unfavorable Comments (Cont'd)

16. "They keep the lights turned on in here and pull down the shades. These lights make it much warmer and the shades keep out both the air and the light."
17. "The heat just tires us out so that we can hardly finish our day's work."
18. "We are located near an oven and with the stock piled so high, it is close and almost impossible to get any air circulating through the room, even with the windows open. It is so hot and stuffy, I don't see how some of the fellows stand it at times."
19. "I think they keep it too hot in our department in the winter. I've heard this complaint throughout the buildings."
20. "Yes, you can put down that the radiators in this section cannot be shut off. When it is too warm we cannot do anything with them and we have to leave them alone although we would like to turn them off. There is a shut-off on them but it doesn't make any difference which way you turn it you cannot turn them on or off."
21. "They don't keep the department warm enough during the night. I worked all winter with two sweaters on and then still I was cold. It seems that about twelve o'clock they turn the heat off and we don't get any more until morning."
22. "I sit along a side bench. The radiators are under the side bench, and all the heat is forced to come up on our feet and around the edge of the bench in our face. Our back is never so warm."
23. "While this is a very hot job, it doesn't bother me. If a fellow tries to think of his job, instead of the heat, the heat will never bother him."
24. "We never get a bit of heat. And when you have to wear your coat all night, you can't work so good. I can't make so much."
25. "About three months ago there were three of us girls moved out into the other room and I liked it there so much better than I did in here because they have a cooling system in that department and it was fine working in there in the hot weather."
26. "This building seems to be very damp."

July 2, 1930.

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

All comments regarding any means, provided by the Company, which enables the employee to manage, save or invest money have been classified to this subject. These comments have also been separated into groups on various phases of thrift as shown below.

Interviews Analyzed	- 10,300	Men - 6800	Women - 3500
Total Comments	- 5,809	Men - 3181	Women - 2628
Total Favorable Comments	- 5,504	Men - 3000	Women - 2504
Total Unfavorable "	- 305	Men - 181	Women - 124

	<u>Favorable</u>		<u>Unfavorable</u>		<u>Total</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
A - A.T. & T. Stock Purchase Plan	2,220	1603	147	106	2367	1709
B - Building & Loan	218	155	9	3	227	158
C - Life Insurance	53	11	5	1	58	12
D - Ready Money Savings Plan	156	275	6	4	162	279
E - General	353	460	14	10	367	470

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THRIFT (A) A.T. & T. Stock Purchase Plan

Interviews Analyzed	10300	Men 6800	Women 3500
Total Comments	4076	Men 2367	Women 1709
Total Favorable Comments	3823	Men 2220	Women 1603
Total Unfavorable Comments	253	Men 147	Women 106

Favorable Comments

	<u>Men</u>	<u>Women</u>
1. Time interval to pay up shares seems short.	0	3
2. Privilege to buy stock here is inducement to stay with Company, profitable to Company and employee.	24	38
3. Extra money made on stock helps a lot.	5	0
4. Would like to subscribe for stock but cannot due to insufficient pay, uncertain pay, sickness, domestic trouble.	55	27
5. More interested in Company and job since buying stock, not so wasteful, works harder.	14	4
6. Sold stock, made good profit, provided money to meet emergency, paid off mortgage, bought a home or auto, went to Europe or paid some indebtedness.	44	11
7. Not carrying full quota due to low pay, domestic difficulties, uncertain amount of pay, buying a home, carrying all he can afford.	52	32
8. Like Stock Plan - a good way to save.	739	371
9. Regret did not subscribe sooner.	66	38
10. Think Company Stock Plan generous.	118	90
11. Weekly deduction plan good because: Deductions not missed Would spend it for something not needed Insures having a definite amount saved If he were handling it, would miss making weekly deposits.	379	544

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No bother to employee
 Save more this way
 Very convenient - Saves time
 Taught him to save
 Feels better saving regularly - more contented
 Encourages saving
 Can forget about it
 No books to keep
 No hardship
 Forced to save this way
 Can't spend what he doesn't get.
 Makes one work harder to get along without it
 Anyone can save this way
 Employees get "good break" Company saving their money
 Creates personal pride
 Big help
 All shares he now owns were only made possible through
 this plan

	<u>Men</u>	<u>Women</u>
12. Company helping employees save through selling them stock.	34	58
13. Stock is (has been) a good investment	136	106
14. Appreciates privilege of suspending payment on stock when leaving on leave of absence.	0	1
15. Employees not forced to buy stock.	0	2
16. Company interest in employees welfare reflected by stock plan - more satisfied employees.	25	18
17. Glad supervisor induced him to subscribe for stock.	21	20
18. Stock purchase plan is best thing Company ever did for employees.	11	1
19. Think stock plan better than Building & Loan.	11	5
20. Company is doing about as much for employees as other companies.	1	0
21. Procedure for withdrawing subscription is good as money is not readily accessible thus forestalling hasty action. Can get it if really need it.	17	27
22. Interest paid on amount deposited is better than received at bank or other places.	37	38

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	<u>Men</u>	<u>Women</u>
23. Provides a few extra dollars income besides weekly earnings.	2	0
24. Relatives advised him to subscribe for stock.	8	18
25. Money invested is absolutely safe.	24	23
26. Market price of stock is inducement to subscribe through our plan.	36	5
27. Regret did not subscribe for more originally.	13	18
28. Regrets having sold "Rights."	1	0
29. Surprised at large amount saved in short space of time.	1	4
30. Can secure loan on stock if necessary.	9	1
31. Buying stock is indication to company that employee intends to "stick" with Company.	1	0
32. Company heads list in research work, assures progress and continued good return on stock.	1	1
33. Will be big help when retiring from work or "rainy day."	37	16
34. Compared with other plans, stock plan is best way to save money.	75	10
35. Is buying full quota and expects to continue to do so.	13	1
36. Expects to sell stock when delivered to him so he can buy a home, small business, auto, pay off mortgage or visit the old country.	17	3
37. Can be easily sold and at a good profit.	1	2
38. Enable one to save as well as make a little extra money.	22	3
39. Feels that A.T. & T. is better investment than life insurance.	1	0
40. Can't go wrong buying stock on our plan.	23	6
41. Very few, if any, Companies allow employees to buy their stock or their plan is not as liberal. Like Company better due to this privilege.	54	23

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	<u>Men</u>	<u>Women</u>
42. Privilege to buy stock is like a good yearly bonus.	1	0
43. Like idea of two plans for payment.	0	1
44. Quarterly dividend check is like finding that much money.	3	1
45. Difference between our purchase price and market value is like an increase in wages.	4	0
46. Person foolish if he does not take advantage of all or part of quota of stock to which he is entitled due to difference between our price and market price.	7	0
47. Will hold on to shares as long as possible in view of good returns, and present market value. If sold, money is spent.	6	9
48. Better than buying a home or real estate due to ready market for stock and no worry about taxes, assessments, etc.	6	0
49. Encouraged to subscribe by fellow-employees.	2	14
50. Pleased with amount received which was paid in on shares. (Laid off or financial difficulties)	3	4
51. Company policy of notifying employees of increase in price appreciated.	4	1
52. Will resubscribe when present stock is paid up.	13	3
53. Best investment one could make.	39	1
54. Record made by A.T. & T. makes him feel proud to own some of its stock.	2	1
55. Like plan of limiting quantity of shares employee can purchase.	1	0
56. Like feature of being notified three months in advance of expiration date of stock payment - allows sufficient time to resubscribe.	1	0

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<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
	<u>Men</u>	<u>Women</u>
1. Would like to purchase more than present quota.	46	12
2. Quota should not be determined by salary - all employees should be eligible to same quantity.	2	0
3. Takes too long to pay up stock - would like to see time reduced a year or two, pay as one can, double amount of present deductions, pay balance cash after paying six months.	24	8
4. Don't like paying for stock on installments. Want to pay cash.	2	0
5. In case of lay-off or leaving, employees should be given privilege to pay up balance due on shares or take as many shares as amount paid in will buy.	4	6
6. Too much trouble getting refund in case one has to cancel subscription.	0	1
7. Employees feel they are almost compelled to buy stock.	2	1
8. Postpone subscribing for stock due to uncertain employment.	2	5
9. Supervisor or Chief Clerk slow in getting subscription blanks - keep stalling him off.	3	2
10. Shortage of application blanks at time of last price increase caused employee to lose out on securing stock at \$130.00.	2	0
11. Should allow employees to subscribe for stock immediately upon being hired - six months is too long to wait.	1	1
12. Time elapsed from date of application to first payroll deduction too long - takes about 3 months.	2	0
13. Stock certificate should be for individual shares so in case one has to sell quickly it will not be necessary to cash in more than necessary.	1	0
14. Payroll deductions for stock irregular.	2	1
15. Subscription for stock lost - caused employee inconvenience.	5	5

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	<u>Men</u>	<u>Women</u>
16. Cannot borrow on partially paid for stock.	1	0
17. Stock plan not explained to employee although he has been here more than six months.	8	8
18. Employee did not receive letter notifying him he was eligible to subscribe after being here six months.	5	2
19. Regret they did not subscribe years ago but were not informed until about five years ago. Would be much better situated financially today if they had been made acquainted with plan when they were first eligible.	5	18
20. Were not made familiar with stock plan when they were first eligible - regret having lost out as long as they did.	10	13
21. Stock plan explained better to employees during recent times. Would have subscribed sooner if he had been better informed.	3	12
22. Don't want to buy A.T. & T. stock - afraid Company will go broke.	1	0
23. Turns all money over to his father.	1	0
24. Wasn't ready to subscribe when first eligible. When she wanted to start, could not get to talk to the supervisor as he was too busy. Now informed she can't subscribe.	0	1
25. Believe Company watches pay checks - those subscribing for shares do not get a raise as they don't need it.	1	2
26. Company canceled his subscription without consulting him at time of lay-off only out one month.	1	0
27. Canceled subscription because he did not get a raise - would not let Company make money on his money.	1	0
28. Does all his saving on the outside. Wife handles financial matters.	1	0
29. Does not want to tie his money up in stock, has a savings account.	1	0

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	<u>Men</u>	<u>Women</u>
30. Does not like to buy A.T.& T. because price goes up and down.	1	0
31. Postponed subscribing for stock due to increase in price.	0	1
32. Operator misunderstood some features of plan.	3	3
33. Postpones subscribing for stock for no reason at all - just don't get to it.	0	1
34. Necessary to cancel stock in order to get a raise.	1	0
35. Operator lost money due to supervisor's carelessness in checking up employee's subscription promptly.	1	0
36. Company should reward "old timers" with extra A.T.& T. because new employees are getting as much as they are.	0	1
37. One month elapsed before he got rejection notification due to subscribing one day prior to eligibility. In meantime price went up and he had to pay higher price.	0	1
38. Don't know if shares are a good buy or not. Her mother is afraid she will lose money.	0	1
39. Should permit employees here ten years or more to buy as much stock as he can afford.	1	0
40. Stock subscription returned to employee due to having subscribed one day prior to eligibility.	1	0
41. Should advise employees what to do with stock case market goes down.	1	0
42. Should compel everyone to buy at least one share of stock yearly in order to establish saving habit.	1	0

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TYPICAL EMPLOYEE COMMENTS ON THRIFT

A.T. & T. Stock Purchase Plan

- A+1. "I think it is swell that we have the privilege to buy shares. We don't notice the deductions from our pay, and it seems such a short time when we have them paid up."
- A+2. "I don't think I would like to work anywhere else because I have an opportunity to invest my money in shares when I work for this Company. It is a very easy way to save. I hope I will have good luck until they are paid up."
- A+3. "The A.T. & T. Stock Plan is a good way to save money. I had several shares paid for and I used them to help buy my home. The extra money I made on them came in mighty handy."
- A+4. "The A. T. & T. Stock Plan is all right. It is a great investment. I had shares but had to drop them because I could not afford to pay for them. I can't even afford to buy my wife a coat. I can't get along on twenty-nine dollars a week."
- A+5. "I always thought that the stock plan was wonderful. When a person has stock in the place where he works he is more interested and works harder. I don't think he is wasteful either. It seems as though you are interested in everything about the place and you take more care of things."
- A+6. "The A.T. & T. Stock Plan is a good thing. If I had the money to spare I would buy more. I am paying on some. The ones I have paid for I sold and used the money in paying for my home because my family is growing up and needs a home."
- A+7. "I have been working here for seven years and have not had a raise in over four years. My average pay is only thirty-three dollars. When a man is married and has a family to support it is hard to get along on that amount of money. After buying food, paying rent, and other necessary bills, there is nothing left for recreation. I subscribed for two shares of A. T. & T. Stock. I would like to buy more but with my wages I can't afford it."
- A+8. "I like the Company's Saving Plan. I took out a couple of shares of A.T. & T. last week. I hope I can work here long enough so I can get them paid up."

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- A+9. "My Foreman explained the A.T. & T. Stock to me, and like a fool I didn't pay any attention to it. Later on I got next to myself, and was a little smarter and realized what a wonderful investment these shares were. I would have quite a few shares paid out by now if I bought them when I first started to work here. Now I am paying for as many shares as I am allowed to buy."
- A+10. "I think the Company is very generous in selling A.T. & T. Stock. A person can save money by having them take it out of your pay. If you were to go to the bank each week, you would not do it. This way in three years time, you have something and you never miss it."
- A+11. "I have A.T. & T. Stock and I would rather have my savings deducted from my wages than to put the money away in the bank because when a person continually has the savings deducted from the wages, they don't miss it at all and I know the A.T. & T. Stock is a very good investment."
- A+11. "I think the Company's Saving Plan is very nice, it teaches us to save. I am paying on some shares and I feel very happy about it."
- A+11. "The A.T. & T. Stock Plan taught me to save. Without this plan I never would have saved a nickel, but I have formed a habit and I certainly owe it to the plant."
- A+11. "The only way I can save money is by buying A.T. & T. Stock. If you turn your full pay over to your wife there is always something that she wants to buy that you could easily get along without. As long as the money is laying around the house you figure you might as well spend it because you will get some more the next week."
- A+11. "I make out fairly well; I am buying several shares of stock, so I can't kick. There is one thing that I like about the shares - the money that I don't see doesn't bother me. If I had the rest of my salary in my pocket, I would probably spend it but in this way they take it out of the pay each week and that is all there is to it."
- A+11. "Buying Stock is an easy way to save, but you always know that that much money is gone."
- A+11. "I know that many a girl wouldn't have a dime if it wasn't for their savings plan here. Why they wouldn't think of going to the bank and depositing their own money much less such small amounts. And believe me it has made a good many of us really independent and proud."

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-3-

- A+11. "I can save more money when it is deducted from my wages. Right now I am paying for several A. T. & T. shares and I know I would never be able to save any money otherwise."
- A+11. "I am taking some A. T. & T. shares and I think it is a good way to save by having it taken out of your pay because if you were to take it to the bank you would see something you wanted and you would never get to the bank."
- A+11. "I have some shares of A. T. & T. Stock. I think it is a good way to put your money away. I have tried very often to save some of my money, but did not succeed very well until I came to the Western Electric. I have had better luck because they take my money out each week, and I find this a great help to me."
- A+11. "I have some A. T. & T. Stock. It is a great investment. A man is forced to save his money by these deductions."
- A+11. "I just bought four shares of A. T. & T. Stock. I feel better when I am saving something every week. The way I did before, I put it in a bank but always took it out again; and after my first year of work I didn't have so very much saved."
- A+12. "I think the Company's savings plan are fine. I have A. T. & T. Stock and I am very glad the Company is willing to help me save my money, otherwise I would be out of luck."
- A+13. "The A. T. & T. Stock is a great investment. I am paying for some shares. I wish that I had more of them because they are going up all the time."
- A+14. "When I went away on a leave of absence they arranged that for me so that I could pay my A. T. & T. up when I came back. I never was sorry either that I left it in there. In July, I'll have them paid up and then I'll really be worth something."
- A+15. "I have just subscribed for a couple of shares of A. T. & T. I think it is wonderful that the Company makes it so easy for us by deducting it from our pay. Another nice thing is they don't force us to buy shares. I worked for one big concern and if the employees worked there a year they were forced to buy Profit Shares or lose their job. I didn't like that idea at all."
- A+16. "The Company has some wonderful thrift plans. I subscribed for A. T. & T. Stock. It is a great way to save money. I believe the Company has a better class of satisfied employees by showing so much interest in them."
- A+17. "I would not have a dime today if it wasn't for my Section Chief talking me into buying some stock. I am glad I took his advice because I have four shares paid up and I am buying seven more."

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- A+18. "The A.T. & T. plan is one of the best things the Company ever did for us."
- A+19. "I am paying on several shares of stock and think it is the best plan of saving there is. It is better than the Building and Loan because you can make more money on your investment."
- A+20. "I just bought some A.T. & T. Stock. I hope I make enough money so that I can keep up the payments. This Company is doing about as much for their employees as any other company does."
- A+21. "I save on A.T. & T. Stock. I like to save that way because I cannot draw it out so easily."
- A+22. "I like to save my money with the A.T. & T. Stock Plan because I know if I have invested it anywhere else I would not be getting as much."
- A+23. "I have worked for several different companies, but I like the Western Electric the best of them all. I am paying on quite a few shares of A.T. & T. Stock and I think it is a great plan of saving. It allows the working man to make a few extra dollars besides his weekly earnings."
- A+24. "I asked permission to buy stock just as soon as I had been with the Company six months because I have a father and sister here so I knew what it was and was anxious to get some money put away."
- A+25. "Well, you bet I won't lose anymore. The money I have to save now I use to buy shares of A.T. & T. and I know it is safe. I am paying on several shares and I hope I can stick it out until they are paid up, but I guess that won't be my luck. Sometimes I think I was born on an unlucky day."
- A+26. "The savings and thrift plans are great. I have six shares of A.T. & T. Stock, and it is sure a real investment, considering the present market value."
- A+27. "I bought some A.T. & T. Stock when I was single and I could kick myself now for not taking the limit."
- A+28. "I like the stock plan and that I am taking advantage of it as much as I can. I heard it is going up to five-hundred so I am going to hold on to mine as long as I can. I had a chance to buy the bonds but like a fool I sold eleven rights and now I am sorry that I did."
- A+29. "I like the savings plans especially the Telephone Stock; there could be nothing better than that. It certainly is surprising how fast it counts up."
- A+30. "I have some A.T. & T. Stock and when I need the money I just take it to the bank and make a loan on it. I think it is a very good thing to have. I intend to buy all that they will allow me to."

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- A+31. "I bought some A.T. & T. Stock and that shows that I want to stick. If I did not like it I would not have stayed here ----- months."
- A+32. "I think my shares are safe because it is a big Company and is all over the world and because they are always improving the work, one can't go wrong in their stocks."
- A+33. "It is nice that the Company gives us a pension but you know a man can't depend on that altogether as it would not keep us. That is why I am buying a lot of A.T. & T. Stock."
- A+34. "The Company sure gives us a chance to save with all its plans. I like the A.T. & T. Stock best and buy all that I can."
- A+35. "The savings plans are very good. I am taking my limit in stock, and I intend to keep this up as long as I work for the Company."
- A+36. "I am paying on six shares of stock now and that will run out next year. When I get those shares I am going to get my family a nice little house with about five rooms. That's what I want. Then the children can have the freedom of the place and they can go out in the yard and play where they can get the sunshine and fresh air."
- A+37. "The A.T. & T. Stock buy is one thing that cannot be beat. It encourages the employees to save part of their salary and you can make a big profit without turning a hand."
- A+38. "I am paying on several shares of A.T. & T. and I think it is the greatest plan of saving there is. A man has a chance to make a few extra dollars besides what he saves."
- A+39. "I am saving money through the A.T. & T. Stock Plan. The insurance man talked to me not long ago and I told him that I believed that if a man put all the money he could into A.T. & T. stock that he did not need insurance. I figure that a fellow saves as much money in six years with the stock plan as he would be able to in twenty with the insurance. I told the insurance man that I would be willing to gamble that I would live six years. He laughed and said, 'I guess there is not much use trying to sell you insurance,' and walked away. I was very glad to see that he didn't bother me any more. I was a little afraid that he would insist that I take some."
- A+40. "You can't go wrong in A.T. & T. I am paying on eight shares. I have about \$500.00 salted away on them. I just bought two more before they went up in price."
- A+41. "I have heard of the opportunities that this Company had for employees, but I really never knew how good they were until I came here. When I came here I was surprised to see the system they had

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for managing their employees and the benefits that the employees derived from the Company. For instance, the A.T. & T. Stock. There is not another Company that could do a thing like that for their employees."

- A+42. "I am paying on eight shares of A.T. & T. Stock, and this sure is a wonderful investment. It is just like a good bonus every year."
- A+43. "I am buying six shares of A.T. & T. Stock and I don't miss that money, and look how much that will mean for me when I will have them paid for this next year. I think it is nice that they are giving us two plans to buy on the increased price."
- A+44. "I like the plan they have here for buying A.T. & T. Stock. I have some shares paid up and when I get my dividend check every three months it is just like finding money."
- A+45. "There is one good thing about this Company and that is the stock plan and also the sick benefits. I figure that according to what I have paid for my stock and according to what I expect to get for it it is the same as increasing my wages. I figure with what I get in sick benefits and with what I expect to get for my stock that I am really earning a dollar and a half an hour instead of a dollar and twenty-five cents an hour."
- A+46. "I took advantage of the A.T. & T. Stock. A man would be very foolish not to buy shares the way they sell them here."
- A+47. "I have A.T. & T. Stock and I will hold onto them as long as I can because they are a good investment."
- A+48. "One of the things I like around here is the A.T. & T. Stock. I have been buying it right along and I think it is better than buying a home. When you have your money in stock you do not have to worry about taxes or street assessments and if you want to sell it you can do so in twenty-four hours. I have several friends that have been trying to sell their homes for two years and they have not had one customer."
- A+49. "I am saving on A.T. & T. Stock, and I started about three weeks ago. I did not understand anything about them before, but the girls that I work with explained them to me and I thought it would be good to have some saved."
- A+50. "I like the Company saving plans. I am not taking any advantage of it now as I can't afford it. What little I did have saved, I had to take it out. I just got married a few months ago, and it seems luck just went against me. I was only married a short time when my husband took very sick and was in the hospital for a long time and you know that takes a lot of money. I sure am discouraged, just married a little while and have all that trouble and almost flat broke. You can imagine the suspense I have been in. I tell you

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the shares I was paying on was a life saver to me when I got that money out. I wish my husband was working for this Company. I know he would get much better treatment than he got from the Company he was working for. He would at least get the sick benefit."

A+51. "I thought it was very nice of the Company to leave us buy shares before the price went up. I have as many as they will allow me to buy and I hope I am not laid off before they are paid up."

A+52. "I am paying on some shares of A.T. & T. Stock and when they run out I am going to take some more."

A+53. "Since I have been here I took five shares of A.T. & T. stock and here some time ago my boss told me that I was entitled to two more shares so now I have seven shares of A. T. & T. Stock. I think that this is the best investment a man could make with his money. I told that friend of mine that I had taken seven shares in this Company and what do you think he said? He said, 'I wish I was working at the Western Electric Company so I could take seven shares too.'"

A+54. "Now the A.T. & T. Stock is just the thing. I don't miss the weekly deductions at all. I read an article in the Tribune where it said that A.T. & T. Stock has recently established a record second only to that established by the General Motors when it was at its best. I made me pretty proud to feel that I had stock in the Company."

A+55. "I think the A.T. & T. Stock plan is a good thing. It helps me to save. I like the system the Company has for selling them, as no employee can buy more than he can afford to pay for."

A+56. "The A.T. & T. Plan now is much better than it used to be years ago. Now they notify the employees in advance when their stock is to run out and it gives them plenty of time to subscribe for new stock so that when the stock is paid up he can start in and pay for the new subscription."

A-1. "Why don't they let an employee take as many shares as he can afford? I tried to take nine shares and they rejected two on me. I am a single man and I can afford to pay for more than seven shares that they allow me. I could afford to pay for ten very easily so I don't see why they don't give them to me if I can afford them. A fellow could save a little more money that way. That is the way I figure it out."

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- A-2. "I think the A.T. & T. Stock is a good investment. I think all men should be allowed to purchase the same number of shares of stock. Why should a man making fifteen thousand a year be allowed to purchase fifty shares of stock at one time while I am only allowed to buy seven? The Company should give the wage earners a chance to invest all their spare money in A.T. & T. Stock as this is a very good buy. Any money I have over I must put in the bank where I only receive three per cent interest, and when I have one hundred dollars I buy a bond. I would prefer A.T. & T. Stock to bonds any day."
- A-3. "The A.T. & T. shares are all right, but the amount that the Company deducts from our pay each week should be increased because it takes three and one-half years to pay them up, and that is entirely too long a time to wait. I don't see why they don't leave it up to the employee as to how much is to be deducted. Some of them could stand a larger deduction, while others could pay the regular seventy-five cents per share deduction. The Company is always advocating savings so why not give us a real chance to save money, any way those of us who are able to stand the increased amount of deductions from pay each week?"
- A-3. "Three years and three months takes a little too long to have to wait to pay up for A. T. & T. Stock. I think that is too far ahead for a girl to look. If they would take more out each week we girls would like it much better."
- A-4. "I haven't even one share of A.T. & T. If they would sell them for cash, I would buy them, but I don't like this buying on installments at all. I have all I can invest in some good stocks outside."
- A-5. "I haven't any shares right now. I am not making enough to have anything taken out of my pay. Now I feel like I would just as soon put my money in an outside bank. When you have shares and they are not paid up it is a lot of trouble to get that money out in case you should get sick so I would just as soon not have any and feel like I have my money where it is just as safe. Although I do realize how the shares have increased and what a great investment they are."
- A-6. "The savings plan is very good. I am paying on several shares of A.T. & T. I think it is a swell investment. One thing the Company should do is to let the employees that have shares almost paid up and that have to leave the Company, pay the balance on the shares and then take the shares or if they are paying on a couple of shares and had enough paid in for one, why not give them the one share."
- A-7. "I have purchased A.T. & T. Stock, but I was always of the opinion that I could save my own money as well as the Company could do it for me. When it seems to be compulsory to buy A.T. & T. Stock that is the time you resent it."

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- A-8. "I would like to buy some shares of A.T. & T. if I thought I would work here long enough to pay for them, but there is a rumor that the night gang is going to be laid off, and I couldn't work days for I have two children to take care of."
- A-9. "I know too, that there are lots of ways here that if I only had the chance I could make a couple of extra dollars on this job and I like to save some of this money with those things you buy here. I don't know whether you call them shares or profit coupons. Anyhow, I know that they are really good and I am very anxious to save money. And I told the boss I would like to buy some and he didn't give me no good answer. He just said, 'Oh, all right' and 'I'll see'. And I think that if all the rest have them why, I ought to be allowed to buy some too. But he never comes to me and tells me whether I am allowed to buy some or not."
- A-10. "I tried to get in on the A.T. & T. Stock before the raise went into effect, but they told me that they had no more application cards and I was sent around to several other departments to see if I could get one, but I got tired of running around so I just dropped it."
- A-11. "I think they should allow the employees to subscribe for stock right after they start with the company. Six months is entirely too long to wait."
- A-12. "I subscribed to some A.T. & T. Stock about two and a half months ago and they are not taking it out of my pay. I don't know what is the matter. I went to the clerk in the department and he told me that he didn't know what was holding things up, but he said if they didn't start taking it out of my pay in a week or two I should let him know and he would try and find out what is the matter."
- A-13. "I think the Company should give a separate stock certificate for each share of A.T. & T. Stock. Last winter I needed two hundred dollars and had to sell six shares of stock because it was on one certificate. If I had separate certificates I could have sold one and kept the other five. Now that money has slipped away from me."
- A-14. "I subscribed for four shares of A.T. & T. Stock and a record of that has been kept in the other department. They have not made any deductions and now they are going to take nine weeks' deductions out at one time."
- A-15. "I think the A.T. & T. plan is a wonderful way to save money. I have had trouble in getting my subscriptions started. About six months ago I turned in the subscriptions for stock. I waited two months and they did not start making the deductions. It took me about a month to find out why they were not making these deductions, and then, I was told that my application had been lost and I would have to make out another one. This caused a lot of inconvenience that I believe would have been unnecessary if some one handling the applications had been a little more careful."

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- A-16. "When my mother died I had to sell it in order to get enough money to pay that lien on our house. In six months I would have had it paid for. You cannot borrow on your shares until they are paid up. Before I sold it I went up and had a talk with the boss. He asked me if I wanted to borrow some money from the Company on the shares. I said, 'Sure', but he afterward found that I could not do it. If I could have held on to them I could have made a lot of money."
- A-17. "There is one thing that the majority of the supervisors are very lax in and that is that they do not explain about A.T. & T. Stock to the employees. As long as I have worked for the Company I have never had this stock explained to me. All that I know about it is what I have picked up from the other operators and I have never bought any of it myself. If it had been explained to me years ago, I probably would have several shares paid for by now."
- A-18. "I would like some information about the Stock Plan. They told me after I was here six months I would get a blank form to fill out from the Stock Department, but I have been here over eight and I haven't heard anything from them. I would like to sign up for four shares."
- A-19. "I am very glad of the opportunity to buy A.T. & T. Stock. I am sorry that I did not know about it before the Company had the drive. It was the first I had known about being able to buy stocks. I had often heard the men talking about A.T. & T., but never knew what it meant. It surely is a very good way of saving money, then reaping profits. I would have had quite a few shares if my supervisor had been interested enough in his employees to explain it to them."
- A-20. "I wish they had told me about A.T. & T. Stock when I first started here. I would be sitting pretty now but they did not tell us a thing about it then and I never saved anything until the last two years. Now I am buying some A.T. & T. Stock."
- A-21. "I often wish I knew as much when I first worked here as I do now, and I would have a few shares of A.T. & T. paid up. But it seems it wasn't explained to us so clearly then, but I have subscribed for a couple of shares now. I hope nothing will happen until I have them paid up."
- A-22. "The Gang Boss spoke to me about buying some stock, but I don't want to buy any of it. I know a bunch of guys that bought stock in a company and it went broke."
- A-23. "I live with my father. I don't pay any board and I don't have any bills to pay. I turn all of my money over to my dad. That's why I won't sign up for shares."

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- A-24. "I am so sorry I could not invest in A.T. & T. Shares. When my boss told me about it the first time I wasn't ready and then when I did want to start he was always so busy I could not get to talk to him and in that way I left it go and now they tell me that I can't buy shares at all any more."
- A-25. "The A.T. & T. Stock is all right, but I believe the Company watches our checks and when they see a man saves money they figure he does not need it so he does not get a raise. The fellow that doesn't buy any they figure needs it and so he is the one that gets the raise."
- A-26. "I was laid off some time ago and the Company canceled my A.T. & T. Stock subscription without asking me what I intended to do about it. I was only out a month."
- A-27. "I don't save anything with the Company; I will tell you why. The first year I was paying on some shares of A.T. & T. and I did not get a raise so I figured that if the Company would not give me a raise I will not let them make money on my money so I drew them out before they were paid."
- A-28. "I can't save much. The wife does all the saving in our family. I think she makes a nickel turn over three times before she spends it. We have loan and homestead shares, but I couldn't afford to buy any stock. It is mighty nice if you can swing it though."
- A-29. "It has always been my idea to work where the work is steady and I could save. I am able to save here as every week when I go to the bank to cash my check I deposit \$10.00. I have never taken any of their stock as I did not want to tie up my money."
- A-30. "I do not like to buy A.T. & T. Stock because the price is always going up or down."
- A-31. "I am working here not quite a year and I am paying on two shares. I wanted to buy more but they went higher so I didn't buy any "
- A-32. "I am buying some of the Company's stock, in fact, I signed up for some of it just before it went up, but I must have misunderstood the supervisor when he explained it to me as I thought I could only take one share for each six months' service and as I had only been here a year I only applied for two shares. I wish that I had understood him as it just means that the extra shares are going to cost me twenty dollars more each share as I certainly intend to take out all that I can."
- A-33. "I am always going to buy some shares, but I never get to it. I don't know what the matter is with me, I never get to it."

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- A-34. "It is the opinion of most of the men in this Department that the best way to get a raise is to cancel your A.T. & T. stock subscription. The Company thinks you are up against it, and they will give you a little more money. I canceled some stock several months ago, and right after that I got a \$.01 raise."
- A-35. "I subscribed for some shares of A.T. & T. Stock on May 20, 1925, and some shares that I was paying on were to run out in six or eight weeks, and when I made out an application for more shares I received a letter telling me that I still was paying on shares and to take it up with my Foreman. So I did, and he told me that he would take care of it but he never did; he went and lost the letter. After waiting nine months I subscribed for more shares and when these shares ran out I took and figured what my loss was, and it was about \$136.00 as some rights had been issued just before the subscription was paid."
- A-36. "I really think the Company should reward the old employees either with shares of A.T. & T. Stock or two extra weeks' vacation because now the new employees are getting just as much as I am and they have only two years of service."
- A-37. "I like the Company's Saving Plan. I think it is a wonderful way to save. I lost out on buying shares at \$130.00 through someone's neglect. I was here six months on the 14th day of the month and I subscribed for my shares on the 13th day. I asked the Department Chief if it would be all right and he told me yes, and not to worry. He signed my card and sent it down. It came back a month later marked 'Void.' They said I wasn't with the Company long enough to buy shares. I sure was mad to think they held that card for a whole month before they sent it back to me. I really don't know who to blame for it. I don't know whether it was held at our office or at the pay roll. By the time I got it back the shares were raised to \$150.00 per share. I went to the Department Chief, but he said he couldn't do anything about it, it was too late. Well, I thought I would subscribe for a couple anyway and I asked for another subscription card and the clerk didn't have any and hasn't got any yet-- and that was about three weeks ago. I am very anxious to get my subscription in for the longer I wait the longer it will take me to pay for them. Sometimes I think the head clerk in our office is very careless because we have to ask her so many times for anything we want."

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- A-38. "I didn't buy any shares and I don't know if they are a good buy or not. When I told my mother about the shares she was afraid I would lose my money."
- A-39. "I am paying on nine shares now and I wanted one more and they wouldn't give it to me. Another thing, I don't see why they don't allow a man the amount of stock he can afford. That is, not any man but a man that has been here ten years or more. They could send a man out to investigate the home conditions and see that the man is not starving his family just to pay on shares or to see if he can really afford to pay for more. If conditions in his home show that he can then I think he should be allowed to subscribe for more."
- A-40. "I am not buying any stock. I subscribed for it once and they sent my application back and told me I had only been with the company five months and thirty days and I was one day short, so I couldn't get any. Since that time I haven't bothered any more. I didn't bother about sending it back at all."
- A-41. "What they ought to do now is put a note on the bulletin board and let the people that have stock know what to do with it. Seeing that the market is down the way it is some people are in doubt as to what to do, and if they had some place to go and be told what to do with it they would feel better."
- A-42. "I am very much interested in my work. I make a good salary; I own my own home. I have a few more payments on it. I have bought my limit of A.T. & T. Stock. This is a wonderful way to save money. If I had anything to do about it I would compel every young man who works for this company to buy at least one share of A.T. & T. Stock every year, because if he gets into the habit of saving he will never regret it when he gets older."

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THRIFT (B) Building and Loan

Interviews Analyzed	10300	Men	6800	Women	3500
Total Comments	385	Men	227	Women	158
Total Favorable Comments	373	Men	218	Women	155
Total Unfavorable Comments	12	Men	9	Women	3

Favorable Comments

	<u>Men</u>	<u>Women</u>
1. Like weekly deduction plan because:	41	56
Do not find it hard to meet payments		
Can't spend it if he doesn't get it		
No bother running out to make payments		
Does not miss deductions		
Easy way to save		
Sure way to save - deductions made every week		
Only way he can save		
Can save more this way		
Would not have anything saved if not in B. L.		
Enjoys saving this way		
Teaches systematic saving		
Encourages saving.		
2. Like B. L. Plan - good way to save.	112	59
3. Good way to provide for old age or rainy day.	5	0
4. Company interest in employee reflected by B. L.	5	3
5. B. L. saved his home - would have lost it if they had not taken it over.	1	1
6. Carrying B. L. now and expect to take more next time.	2	2
7. B. L. is inducement to stay with Company - buying his home through Hawthorne B. L.	1	0
8. Like W. E. better because of chance to invest in B. L. Other companies do not offer this opportunity.	6	5
9. B. L. taking care of paying for home - likes plan.	0	1

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	<u>Men</u>	<u>Women</u>
10. Paid for his home through B. L. and is still in.	1	0
11. Receiving check from B. L. is just like finding that much.	1	0
12. Would not have a home if he would not have carried B. L.	1	0
13. Gets better interest than in other outside institutions.	1	2
14. Expects to visit old country or travel with money secured from B. L.	0	4
15. Had to withdraw from B. L. due to illness in family - glad he had B. L. to fall back on, or got married, money came in handy, was a big help.	9	3
16. Cheaper to buy home through our B. L. than through outside associations.	1	0
17. Used money saved in B. L. to pay off mortgage, pay doctor bill, make down payment on house.	3	2
18. Able to borrow money if necessary, gives a man more confidence.	5	2
19. B. L. started him in owning his home.	4	0
20. Money invested is absolutely safe.	2	3
21. Good investment.	4	0
22. One of finest things company ever offered employees.	4	0
23. Fellow workers persuaded him to go in B. L.	0	2
24. Our B. L. is one of best in Chicago.	1	0
25. Like routine of withdrawing from B.L., forestalls hasty action but can get it if really necessary.	2	2
26. Company helps employees save with B. L.	2	2
27. Surprised self at amount saved through B. L.	0	1
28. Plan is a great help toward owning your own home.	4	0
29. Like B. L. better than A. T. & T. Stock.	0	2
30. Relatives persuaded him to carry B. L.	0	3

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Unfavorable Comments

	<u>Men</u>	<u>Women</u>
1. Takes too long to pay off.	1	0
2. B. L. not explained to employee by supervisor.	4	2
3. B. L. does not pay interest from day to day as many outside associations do - pays only semi-annually or annually.	1	0
4. Had hard time getting B. L. interested in taking over his home. Did not notify him that they would accept his request. First thing he knew they started making deductions from his pay.	1	0
5. Too easy to make a loan on money paid in.	1	0
6. Deductions made irregularly.	0	1
7. Received very low interest when it was necessary to withdraw on account of sickness.	1	0

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B - BUILDING AND LOAN

- B+1. "I have a Building and Loan here and I am thinking of taking out more as the money is not missed when they take it out of your pay."
- B+1. "I am subscribing for some Building & Loan stock here and it makes it very convenient for a person when they take the money out of his pay. It means that you do not have to run every week with your money to some other place."
- B+1. "I can save more money when it is deducted from my wages and at present I save in the Building and Loan."
- B+1. "I belong to the Building & Loan and I don't think there is a nicer way to save, that is, to have it taken right out of your pay. It has helped me along a lot. Often girls complain they cannot save and I tell them to have it taken right out of their pay; it is the best way to save."
- B+1. "I have the Building and Loan. I think that is the surest way of saving money when it is deducted from the wages."
- B+1. "I am buying Building and Loan, and it makes me happy to be able to save so much money."
- B+1. "I used to belong to a Building & Loan Association on the outside. It was a lot of trouble to go and make my payments each week. They would have a meeting once in a while that we would have to attend. When we are working overtime it is a lot of bother to me. I am now subscribing for Building & Loan shares here. That is a lot better than on the outside. You have nothing to bother about. They take the money out of your pay and that is the end of it."
- B+1. "I think the Western Electric savings plans are good things. If a fellow did not have the opportunity to take out stock and buy building and loan shares, he would not save anything. I took my limit in stock and that was not enough, so I joined the building and loan association."
- B+2. "I think the Company's thrift plans are very good. I have the Building and Loan and I think it is a very fine thing to have. It is a very good way to save money."
- B+3. "The A.T. & T. and Building and Loan are very good saving plans and they help a fellow to get over the wet spots on a rainy day."

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- B+4. "I have several shares of A.T. & T. Stock and the Building & Loan. I feel that if the Company did not make the deductions or help me save my money I would never be able to save a cent. In this way I am very pleased that the Company is interested enough in me to help me."
- B+5. "The Building & Loan is a wonderful thing; it sure helped me out of a hole. I bought a contract house and after I had bought it I found there was an extra note to be met every year. It was impossible for me to do this so I consulted with the people here at the Western and they advised me to take it up with the Building & Loan. I did this and they took hold of the proposition and arranged terms, now I can meet my payments without any trouble."
- B+6. "I like to save in the Building and Loan. Next year my Building and Loan will run out and I will start a new one."
- B+7. "I have been working for the Company a long time and they always have treated me pretty good. I am paying for my home and I have shares in the Building and Loan. I feel that I owe most of this to the Company and I hope that I can work here a long time."
- B+8. "I like to work for the Company because they give me a chance to save by investing in their Building and Loan. In other words, I like it here because the working conditions are much better than any place I have worked before."
- B+9. "I am paying for my home through their building and loan so I do not want to lose my job."
- B+10. "I am in the Building & Loan. I was one of the first members and I am still in. I have paid for my home through it and think it is wonderful."
- B+11. "I have just been notified by the Hawthorne Club Building and Loan Association that I have \$600.00 waiting for me. I took out those shares three years ago, and I never missed the money. In fact, I forgot about it, so it is just like finding money."
- B+12. "I know I owe my having a home to the Company's stock and building and loan plans."
- B+13. "I like to work here because I can save money. They put some away for me in shares in the Building and Loan and I get much more percentage than I do on the outside."

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- B+14. "The savings plans are a great thing. I started in the Building and Loan and next year it will run out. I have wonderful plans for that savings. I hope my dreams will materialize. I am planning to go to Europe to see my parents."
- B+15. "I saved a lot of money while I was in the Hawthorne Club Building & Loan association but my wife got sick and I had to draw it all out."
- B+16. "There are a number of good things this Company does. They offer Stock and Building and Loan. I paid into Building and Loan for six years, and I used that money to make a payment on my home. I do not have any A.T. & T. Stock, but I believe it is the better of the two. The Building and Loan is much better though than any of the banks can arrange you."
- B+17. "I paid out on a Hawthorne Building and Loan and found the money very useful when my mother died."
- B+18. "I am interested in the Building and Loan Organization. I joined the Club about a year ago. By doing so it has given me more confidence in myself as I know I have something to fall back on in case of bad luck."
- B+19. "I had some shares of Building and Loan, and when they were paid up I used the money to start building my home."
- B+20. "I have a Building and Loan and I started saving on shares here. It is better for me to save here than putting it in the bank as I will not spend it before I get home and it is safer here because I work here."
- B+21. "Building & Loan is a fine investment and an employee is sure that his money is safe."
- B+22. "I think it was fine thing when the Company started the Building & Loan. I have been affiliated with outside associations for the past 20 years and if it had not been for them I never would have owned my own home. So when they started the Building & Loan here I said it was the best thing that they did for the working people. You know it is a wonderful satisfaction to know that the Company you work for is interested in seeing you save."
- B+23. "When I started to work for the Company I did not think much of the savings plans, but after I worked here a while I changed my mind. I joined the Building and Loan because my friend is also interested in that."
- B+24. "The Western Electric Building and Loan Association is one of the best in Chicago. I wish I had all of my money in that."

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- B+25. "I have the Building & Loan and shares of stock. It is the best thing that could have happened to me because I can't draw out the money."
- B+26. "The Company has also helped me to save some money. I have the Building and Loan which is very good."
- B+27. "When I think of all I have saved since I have worked here, I am surprised at myself. I have paid up a couple of Building and Loan."
- B+28. "The working conditions here are all right. I own my own home and I bought it with the help of the Building & Loan. I certainly think that idea is a great help to the employees of Western Electric."
- B+29. "I did not know which to take, building and loan or shares, so I decided on the building and loan. I think that is the best. I am very glad to work here."
- B+30. "I belong to the Building & Loan and save money there every week. My dad has worked here nearly thirty years and he put me wise about saving and as soon as I could I started. I am so satisfied with everything here at the Western, and can't kick about anything."
- B-1. "Some people go into the Building and Loan. I know I started in it but it takes too long to pay off."
- B-2. "I don't know much about the Building Loan, but you hear everyone talking about the A.T. & T. Stock, and I think it is a very good investment."
- B-3. "The Ready Money Plan is all right, but I don't think much of the Building and Loan. I belong to one outside, and when I invest money there, I get interest from day to day - not like here; you don't get any interest for six months or a year."
- B-4. "I am buying a small place and carrying it through the Hawthorne Building and Loan. That costs me about thirteen dollars a week. I had a hard time getting them interested and was about to give up when they started making deductions. They didn't even notify me before hand."
- B-5. "The Building & Loan is all right but it is too easy to make a personal loan. I took out some stock in the Building and Loan but by the time I had it paid up I had borrowed so much there was only a few dollars left."

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- B-6. "I have the Building & Loan but I have some trouble with that. Maybe you can explain it to me. Sometimes they don't take any money out, and then after a while, they take double the amount."
- B-7. "I had Building & Loan once and I had sickness in the family so I had to take it out. I took out my seventy-five dollars and they gave me just twenty-five cents interest on the whole amount. In the bank I would have got more. If I have any money now, I put it in the bank. When they did that to me I refused to put any more money in the savings plan."

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THRIFT (C) Life Insurance

Interviews Analyzed	10300	Men	6800	Women	2500
Total Comments	70	Men	58	Women	12
Total Favorable Comments	64	Men	53	Women	"
Total Unfavorable Comments	6	Men	5	Women	1

Favorable Comments

	<u>Men</u>	<u>Women</u>
1. Likes insurance because rate is lower than outside companies.	3	0
2. Like life insurance plan - good thing.	26	3
3. Insurance plan is one of the advantages of working at W.E. not found at other companies.	4	1
4. Weekly pay deduction good idea. No. bother with collector Easier Never miss deductions made from pay Only way he can carry insurance Saves a lot of worry about payments Encourages one to carry insurance - could not carry it otherwise.	7	5
5. Appreciates opportunity company offers to carry insurance and make weekly deductions for him.	3	0
6. Nice of Company to advise employees regarding proper insurance.	3	0
7. Company in providing proper insurance facilities shows they have an interest in employees.	5	2
8. Creates feeling of contentment in knowing his family is protected.	1	0
9. Best way to save money and have family protected.	1	0

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Unfavorable Comments

	<u>Men</u>	<u>Women</u>
1. Company should see to it that everyone is forced to insure his family.	1	0
2. Has not heard about company insurance plan.	1	1
3. Insurance Salesman over-anxious to sell employees insurance.	1	0
4. Will have hard time paying insurance after leaving Company due to long term of insurance.	1	0
5. Term of policy not explained to employee.	1	0

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C - INSURANCE

- C+1. "The insurance policy is a good thing, because the rate is better than the companies outside."
- C+2. "I like the insurance plan the Company has started. I just took out a policy myself and I like the idea fine. You are protected with insurance and you never miss the money."
- C+3. "This Company does things that other companies don't do. You get paid when you are off sick; you get a vacation; and they sell the employees stock and insurance."
- C+4. "They take seventy-one cents out of my pay every week for insurance. Like this I won't miss that money. If I would have to pay for the whole year, it would be too hard. This way it is better. A person don't know what can happen."
- C+5. "One of the things that I appreciate around here is that the Company gives us an opportunity to take out life insurance and have the payments taken from our checks every week. I have enough insurance now so that my family will not want when I die."
- C+6. "It is good of the Company to advise its employees as to proper insurance."
- C+7. "The interest the Company takes in seeing that employees have the proper life insurance is very good."
- C+8. "I like the interest the Company takes in seeing that we get insurance at a reasonable rate. This saves money and makes me feel very comfortable to know that my family is to be taken care of."
- C+9. "I have insurance. It is a paid up policy. I'll get it in about twenty years. It's the best way I know of to save money. Then I think if a person dies in the meantime and don't leave any money, they are buried like a dog. I made the insurance out to my sister."

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- C-1. "I believe the Company should see to it that everyone is forced to insure his family."
- C-2. "I never heard about the Ready Money Plan or about the insurance, but I have some insurance outside so I don't think that I will bother with that."
- C-3. "Some of the insurance men come around, and even if you are carrying all you can, they still try to stick you for more. They don't realize you know that you have to have money to live on."
- C-4. "There is one thing I don't like about the thrift plan and that is the insurance. It is a strange company and if you leave the company you will have a hard time paying the premium. Most of the insurance the fellow sign up for runs for a long time and chances are I will be out of here before it is paid up."
- C-5. "I was going to say that the man who sold me my policy, it was a straight life policy, told me it would be paid up in twenty-five years and I would not have to make any more payments. I read it over and all I could make out of it was that after I was eighty-five years old the payments would stop. I showed it to my insurance man and he said the policy was all right but the fellow that sold it to me gave me a line of bunk. I went back to see the Company Insurance Man and told him what my insurance man had said and he said, "Send that fellow in to see me and I will explain this policy to him and before he gets out of the office I will sell him a policy." I still don't know what it is all about. He tells me twenty-five years and on the face of the policy it states at the age of eighty-five. I never should have taken that policy out anyway because I have a wife to support and if I spend all my money on insurance I won't be able to eat, and if there is one thing I like to do it is eat."

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THRIFT (D) Ready Money Plan

Interviews Analyzed	10300	Men	6800	Women	3500
Total Comments	441	Men	162	Women	279
Total Favorable Comments	431	Men	156	Women	275
Total Unfavorable Comments	10	Men	6	Women	4

Favorable Comments

	<u>Men</u>	<u>Women</u>
1. Provides means to meet definite future expenditures such as vacation, school, coal, clothes, taxes, insurance, Xmas.	24	18
2. Like weekly pay deduction arrangement.	48	139
Only way can save		
Can save more this way		
No bother running over to bank		
Easy way to save		
Deductions not missed		
Very convenient		
Taught him how to save		
Would not bother himself with small deposits as handled by plan		
Knows definitely that a certain amount will be saved		
Small weekly deposits amount to a lot at end of year		
Made saving a habit		
3. Provides Ready Money to meet emergencies such as sickness, unexpected expenses, won't have to sell stock.	10	15
4. More interested in job since using plan.	1	0
5. Quickly accessible when needed.	12	21
6. Ready Money Plan is evidence Company is improving.	1	0
7. W.E. does more to encourage employees to save than other companies. Plan is evidence of this.	2	3
8. Having money put aside for him gives feeling of confidence.	1	3

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	<u>Men</u>	<u>Women</u>
9. Company interest in employees is reflected by Ready Money Plan.	4	7
10. Appreciates opportunity to save through Ready Money Plan.	2	5
11. Glad supervisor induced him to take Ready Money Plan.	0	1
12. Regrets she did not lay more aside through Ready Money Plan.	0	1
13. Plan encourages employees to save.	0	5
14. Ready Money Plan is one of nicest things Company has for its employees.	1	1
15. Like Ready Money Plan - big help to save.	50	56

Unfavorable Comments

1. Too easy to make withdrawals.	1	2
2. Employee not acquainted with plan.	5	2

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D - READY MONEY PLAN

- D+1. "The Ready Money Plan is another fine thing. A man can figure out his expenses and have the money taken from his pay each week. Then when the bills come due he has the money to pay them and doesn't need to worry."
- D+2. "The way they deduct the three dollars from my pay each week is very good because I would never get to the bank with it myself, and would never have anything, either."
- D+3. "I am very glad that the Company is giving me the opportunity to save my money without any inconvenience to myself. The Ready Money Plan is very good. In case of hard luck it is fine that you are able to have a few pennies to fall back on."
- D+4. "I like the different saving plans. I am using the Ready Money Plan and the A.T. & T. Stock Plan, and I find since I have been saving money I am more interested in my job."
- D+5. "I don't know what in the world I would do without the savings plans. They certainly are wonderful. A person can't realize how quickly two dollars will accumulate. Just last week I had to get ten dollars and I wanted it quickly. Well, all I had to do was go over to the bank and get it. If I had to have that much taken out of my salary in one week it would almost cripple me for two."
- D+6. "Since I started to work for the Company, I see a big improvement. The new employees don't have to wait so long for a vacation, and they have the Ready Money Plan now, which is very convenient for the employees. I encourages many to save that wouldn't if they had to go to the bank every week."
- D+7. "This is the first time that I am getting two weeks' vacation with pay and I always feel as if I have a little money handy somewhere because the Company takes some money from my pay every week to be put in the Ready Money Plan. Nowhere else would they ever think of doing such a thing for their help."
- D+8. "I think the Savings Plan is a great idea. When a fellow gets his pay check he sees where there is a certain amount laid aside for another day. It seems to give a person a sort of confident feeling."

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- D+9. "One thing I like is the saving plan. You have no bother running to the bank each week. I feel that this Company has its employees at heart."
- D+10. "If one didn't make use of the savings plan, he certainly would not go to the bank every week with one or two dollars. I know I wouldn't, and in this way some weeks I don't need those couple of dollars and in other weeks I do when I am short, but it don't matter. Those couple of dollars are put away before I ever see them. Thanks to the Company for that."
- D+11. "The Company Ready Money Plan has been a help to me. It came in handy when I was taken sick because it was all I had saved. If it had not been for my Supervisor insisting on me taking the Ready Money Plan and Building and Loan, I would not have had that much."
- D+12. "I wish I had started to save more money in the Ready Money Plan because I have such a little now and wish for more."
- D+13. "I think it is wonderful the way the Company encourages their employees to save. I know I would never go to a bank with \$1.50 and when it is deducted from my pay I don't get it to spend."
- D+14. "I think this Company gives their employees a wonderful opportunity to save. The Ready Money Plan is one of the nicest things the Company ever did for their employees. I know I would feel foolish to go to the bank with a couple of dollars each week. This way the Company does it all for me and I know it is saved."
- D+15. "I think it is great that the Company is interested in the employees to help them out as they are going. I have the Ready Money Plan. It has helped me to save a few dollars, and how it stacks up!"
- D-1. "I think the savings plans that we have here are good. I used to put some of my money in the Ready Money Plan, but I could go and get it whenever I needed anything so I put it in the A.T. & T. Stock and now I have something. I was going to take a Building and Loan, but I thought it over and I put what I can spare in the A.T.& T. Stock."
- D-2. "I would like to save through the Ready Money Plan but no one has come around and told me about it yet. My sister works here and saves that way and it is so convenient."

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THRIFT (E) General

Interviews Analyzed	10300	Men	6800	Women	3500
Total Comments	857	Men	367	Women	470
Total Favorable Comments	813	Men	353	Women	460
Total Unfavorable Comments	24	Men	14	Women	10

Favorable Comments

	<u>Men</u>	<u>Women</u>
1. Thrift and Savings Plan is one reason why he likes to work here.	25	9
2. Likes plans - sorry he did not participate sooner.	2	7
3. W.E. does more for employees along the line of thrift and savings plans and plans are better than other companies.	23	15
4. Variety of plans meet all requirements. Are within reach of all and are equitable to all employees. No reason for not saving if one really wants to.	5	4
5. Can make withdrawals easily in case it is necessary.	1	1
6. Procedure for withdrawals discourages quick and thoughtless action.	0	3
7. Like Thrift and Savings Plans - are help to save money.	164	112
8. Thrift and Savings Plans make him more content, eliminates worries about future, preparing for old age, rainy day, or sickness.	11	13
9. Company interest in employees financial welfare is evidenced by Thrift and Savings Plans fostered and maintained by Company for employees' benefit.	15	17

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	<u>Men</u>	<u>Women</u>
10. Company savings and thrift plans have or will enable him to buy a home.	3	1
11. Company very liberal in establishing Thrift and Savings plans.	7	7
12. Has Thrift and Savings Plans to thank for all he saved. Appreciates help Company rendered.	5	13
13. Likes weekly deduction arrangement. Positive assurance, a definite amount will be saved Deductions not noticed - what you don't get you don't miss Only way he can save - would spend it if he got it first Would not go to bank with small amounts as handled through our plans Easiest way to save - required no effort nor time Saves more this way Taught him to save Makes one feel as though one were accomplishing something Company assumes troublesome details incidental to saving	66	236
14. Thrift and Savings Plans encourage employees to save and creates thrifty habits.	11	14
15. Thrift and Savings Plans are one of best things Company has done for its employees.	7	2
16. Participation in various plans makes one more interested in Company and job.	1	0
17. Thrift and Savings Plans are evidence W.E. is improving - more interested in their employees now.	1	3
18. Auto Insurance privilege good - quite a saving to employee.	3	0
19. Like budget book distributed by Company.	1	1
20. Fellow - employees saving through our plans makes him feel ashamed if he doesn't do likewise.	1	0
21. Money saved will bring certain pleasures which will be inducement to keep our saving.	1	0
22. Likes privilege of discussing problems with Thrift Counsellor.	0	1
23. Likes plans - husband can't get his hands on this money.	0	1

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Unfavorable Comments

	<u>Men</u>	<u>Women</u>
1. Plans were not explained to employee until after he had been here quite a while.	0	3
2. Does not know much about plans so does his banking near home.	1	0
3. All Thrift and Savings plans not explained to employees.	6	1
4. Does not like company inquiring about his savings and other personal business.	1	0
5. Company should have Thrift Counsellor in every department.	1	0
6. Feels that other companies have better thrift plans.	1	0
7. Do not participate in plans due to needing all his pay at home.	0	5
8. Would be better off today if Company had had Thrift and Savings Plans years ago.	2	0
9. Feels that "Old Timers" should be given extra recognition not accorded to new employees.	0	1
10. Should force every employee to save.	1	0
11. Supervisors force employees to subscribe to various thrift and savings plans.	1	0

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E - GENERAL

- E+1. "I like it because they help their employees to save money with the Thrift Plans that they have here."
- E+2. "I think the Company's saving plan is a very nice thing. I am sorry I didn't take advantage of it a long time ago."
- E+3. "I would not have amounted to very much if I had not started to work for this Company. When I started here, I didn't have any money or anything, and now I have my own home, wife, children, and a car; and I have some stock paid for. I owe it all to the Western Electric Company. I don't know of any other Company that has laid such fine plans for taking care of its employees. There is one thing that appeals to me more than anything else, and that is the benevolent spirit that the Company shows for its employees."
- E+4. "I think the Thrift Plans are fine; you can choose between the different kinds and pick out the one best suited for you."
- E+5. "The savings plans appeal to me very much. It gives me a chance to save money and in case I ever need it badly I can easily get it."
- E+6. "The Company helps me to save my money in such a way that I cannot get a hold of it very easy. If I put it into a bank (and I doubt if I would ever get there) I would be over there too often drawing some of it out, so I am better off this way with the Company putting it away for me."
- E+7. "I really think the Company saving plans have helped a great many people save that never think of saving otherwise."
- E+8. "I think the Company's saving and thrift plan is one of the finest things out. It encourages many people to save that would never think of saving otherwise. You know there are many people that can't hold on to money and when they are sick or have any trouble of any kind there would always have to be a collection for them and through the Company's saving plan a lot of this is avoided."

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- E+9. "There is one thing I was thinking of at noon today and that is the interest the Company shows in its employees in teaching them to save. I will not say that they force us to buy shares but they use high pressure salesmanship on us, and when you think it over it is a fine thing as in this way a man can lay away enough to provide for himself when he gets old."
- E+10. "The Savings Plans are very good for the employees. I have taken advantage of them for the last few years, and now I have enough money to make the first payment on a home of my own."
- E+11. "I think it is nice that the Company is interested enough in their employees to help them out with advantages such as the Ready Money Plan, Building and Loan and the insurance. The Ready Money Plan surely helped me out last Christmas time. I have really made money on my shares of stock."
- E+12. "The Company's thrift plans surely helped me out. I know because I had never been encouraged to save money. If I had not been encouraged to save money I would have been down and out, but thanks to the Company for being so persistent in this respect. It surely helped me out when I needed it most."
- E+13. "I think the Company's Saving Plan is a wonderful thing. It encourages many employees to save that wouldn't think of saving otherwise. Since the money is deducted from one's pay, it just makes you feel that you are earning that much less, and it doesn't seem long before you have quite a bit accumulated."
- E+13. "Speaking of the working conditions, I think the Thrift Plan is very good because money taken away means money saved, while if it was in my pocket there would be times the temptation would be more than I could resist any my savings would soon be gone."
- E+13. "The savings plan I think is a very good idea. One thing that is good about it they take so much money out of our pay each week and in that way we know it is there. It seems to make a person feel more contented on the job when he knows he has a few hundred dollars salted away for a rainy day."
- E+13. "I like the idea of the Company's saving plan because for a man that can't save his money himself, it is sort of a compulsory saving for him because the Company takes it out of his check and he never handles it and if he did he would spend it."
- E+13. "The savings plans that we have here are good because you don't know you are saving anything and you would not very well if you had to do it yourself, but having it taken out of your pay you don't miss it."

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- E+13. "There can be nothing better than the W.E. Savings Plan for the workers. They are taking five dollars and twenty-five cents out of my pay each week, and I'm glad of it; otherwise I would never save anything."
- E+14. "This Company makes it easy for the employees to save and it gives us the thrift habit."
- E+15. "The savings plans that we have here are the most wonderful thing we have in the Company. If the individual would only see what the Company is trying to do for him he would not pass it up."
- E+16. "I sure think it is wonderful the interest the Company takes in the employees, and all of their thrift plans, vacations and other things, and it gives the employees a lot more interest in the Company if they take advantage of some of these plans."
- E+17. "The Company is taking better care of the employees than they did when I started. They give them a paid vacation after a year, and also a chance to save money by taking advantage of the saving plans."
- E+18. "Another thing I like is that we can get automobile insurance through the Company at cheaper rates than elsewhere."
- E+19. "I read in the Western Electric News that if we wanted a budget plan book we could get it. I feel that I have to run my home on a budget plan. I think it is very wonderful of the Company to furnish these books."
- E+20. "I like the way the Company helps us to save. I have worked in other places where it is much harder to get ahead. I like to have the Company take the money that we save out of our pay. I think most of the men in the department are thrifty and that helps me as much as anything because I know they are getting ahead and have automobiles and I feel a little ashamed if I don't."
- E+21. "The savings plans are wonderful even if they don't do any more than to please the bosses. The money I saved at a period of time will bring me a certain amount of pleasure which should have some inducement in making me try to save again."
- E+22. "I think it is very nice for the Company to have men that will give us service now and advise us on many different things."
- E+23. "I do use the Company Savings Plans and that is one thing that my husband can't get his hands on."

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- E-1. "I wish I had started to save money with the Company when I first started. No one said anything about it to me and I worked here quite a while before I started it. It is easy to save here. Your money is taken away from you before you get it but I never miss it at all."
- E-2. "I do not know much about the Saving Plans, so I keep my money in the bank near my home."
- E-3. "I have taken some shares of A.T. & T. Stock, and I think it is a very good idea but I don't know much about the rest of the saving plans."
- E-4. "The stock plan is all right but it seems to me the Company is too much interested in whether we save or not. What difference does it make to the Company if we save money or if we spend it. I hate to have a man come around and ask me where I bank, how much money I save, whether I own a home or not or whether I own a car. I tell them it is none of their d---- business. I think they want us to save so that they can lay us off sometimes. They probably find out how much we have in the bank and then when slack times come they pick out those of us who have the largest savings and let us off. At least, that is the way I think they are doing anyway."
- E-5. "I believe the Company should furnish a representative in each department to represent the thrift plan. In that way each employee could talk about those affairs without fear of being bashful about it."
- E-6. "Speaking of thrift plans, one company I worked for paid us ten per cent bonus at Christmas time and they also insured the employee. The longer you worked for them the more insurance you were entitled to. Our Company should adopt these thrift plans."
- E-7. "I am not interested in the savings plans. I give all my money at home. My people need it badly and I have plenty of time to save; they need my help now."
- E-8. "I wish the Company had the Savings plans when I started here as they have today; I would have saved more money than I have now."
- E-9. "I think it is all right that the Company is giving the new employees something better than what I got when I started, but then they should not forget we old timers because we practically started this place for the new beginners. I am glad that the Company helped me to save my money, because I don't think I would have been able to save without their help."

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Unfavorable Comments

- E-10. "In reference to the savings plans I think they are wonderful. I know I would not be able to save if it wasn't for the present plan; that of deducting so much out of my salary each week. I believe each employee should be forced to save."
- E-11. "The bosses used to come around and talk this Ready Money Plan and A.T. & T. Stock Plan, and if you told him you couldn't afford it, he would say you ought to, and the people around there don't know much about the Ready Money Plan, the Building and Loan Plan, and they take it out if they can afford it or not for fear they will lose their job."

Miscellaneous Interesting Comments

1. "I certainly like this Company and if I thought it would help them I would buy one share of stock and when that was paid up I would buy another one and maybe two shares."
2. "I have been saving money with the A.T. & T. Stock Plan. There are a good many men in the department that cannot understand why the Company is selling stock that is worth three hundred dollars to us for one hundred and thirty. I have tried to explain that the Company likes to see their men have some money so that when they get old they can live comfortably. A good many of these men are suspicious and do not want to take out A.T. & T. Stock."
3. "The saving plans we have here are good. They are not like they were at the other place. All they did was send your money to the bank and you never got any interest on it."
4. "I would like to take out some shares but I am so bashful I hate to ask the Gang Boss."
5. "I save on stock. I have six shares. In about three years they will make a down payment on a house. I wouldn't try buying one though, until I was sure I would be working here that long and could keep it up. If I get those shares paid up I will be a whole lot more sure of my job."
6. "I signed up for two shares of A.T. & T. stock. My cousins working down here have them and I asked my mother if I could take them so that I could have something saved down here too. She told me I could take as many as I wanted to. It made me feel better because the other girls talk about their shares, and I thought they might think I am a cheap skate if I don't have some too."
7. "I know several men who are sore on the Company. They adopt the attitude that whatever the Company does is meant to take advantage of them in some way. Take the A.T. & T. Stock Plan for example. Some men will not buy stock because they think the Company is making too much money on their investment. They fail to see that they make more by buying stock than by putting their money in the bank. There are other things that are looked upon in the same way. Personally, I think the Stock Plan is a mighty fine thing."
8. "As to A.T. & T. Stock I think the Company should almost force employees to take it out. I took all I could since I was eligible. I bought it at \$130.00. Now it is around \$300.00 on the market. It is a sure thing that it will never go below what I paid."

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9. "This is what I think of the A.T. & T. stock plan. A friend of mine lacked one month of having his stock paid up in full and he quit the Company. The boss was making him do two men's work because he knew that my friend's stock was soon to be paid up. He was almost sure that he would not leave the Company. He was driving him like a slave. They all do that around here. I dropped mine for that very reason. I got along much better in the department. This friend hasn't worked a day for over a year. His boss at the Western Electric Company made a nervous wreck out of him and I have always held this against the Company."
10. "The Saving Plans are very good. I would like to buy some A.T. & T. Stock, but my father will not let me. My brother is in the same boat. My father has worked for this Company for seventeen years and no one has ever sold him the idea that it was something good. My brother and I tell my father if he had taken advantage of this plan, he would have something today. I intend to take some Building and Loan Stock, because I want to get married some day."
11. "There is one fellow in this gang who always used to borrow from me every week. I persuaded him to take the Ready Money Plan and since then he has never had to borrow."
12. "Before I came to this Company I had read in the German papers about the wonderful system this Company has of handling their financial problems. Also what a well-organized Company it is. It is rated as one of the strongest companies in the world, due to giving employees a chance to purchase shares in the Company. It now has more shareholders than any other company in the world. I myself have subscribed for seven of these shares and they will be paid up soon."
13. "We will talk about the stock that the Company sells here, the A.T. & T. stock, and there is a lot of hooey spread about that stock too. The Company is making money selling that stock to the employees and they tell you they will give you 6%. You can go down town and open an account in the broker's office and pay for the stock on time the same as you can here and when the rights are issued they will be added to your account, but you don't get them here and when the people find it out that they are paying 8% to learn how to save they won't be selling stock here any more. Of course I like the idea of buying stock this way and I think it is a good idea and I am willing to pay 8% to do it that way, but I can't see why they spread that hooey about what they are giving the employees by buying stock here."

June 21, 1930.

SUBSTANCE ANALYSIS OF COMMENTS ON TOOLS AND MACHINES
TAKEN FROM OPERATING BRANCH (1929)
EMPLOYEE INTERVIEWS

All comments regarding implements used in producing a unit of output; such as hammer, screw driver, punch press, winding machine, etc., have been classified to this subject.

Interviews Analyzed	10300	Men 6800	Women 3500
Total Comments	1584	Men 1286	Women 298
Total Favorable Comments	303	Men 258	Women 45
Total Unfavorable Comments	1281	Men 1028	Women 253

	<u>Favorable</u>		<u>Unfavorable</u>		<u>Total</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
A - Tools	42	2	516	32	558	34
B - Machines	216	43	512	221	728	264

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TOOLS AND MACHINES (A) Tools

Interviews Analyzed	10300	Men - 6800	Women - 3500
Total Comments	592	Men - 558	Women - 34
Total Favorable Comments	44	Men - 42	Women - 2
Total Unfavorable Comments	548	Men - 516	Women - 32

Favorable Comments

	<u>Men</u>	<u>Women</u>
1. Good to be furnished tools.	5	
2. Like to have own.		1
3. Service is good.	10	
4. Kept in good condition.	9	
5. Of good quality.	9	
6. Supply equals demand.	3	
7. Tool keeping system good.	2	
8. Tools more efficient than formerly.	2	1
9. Taking proper care solves tool problems.	2	

Unfavorable Comments

1. Company should furnish tools.	7	1
2. Keeping place insecure.	10	
3. Stolen or borrowed by others.	22	1
4. Hidden by employees.	15	1
5. Shortage exists.	169	3
6. Stingy with supply.	12	
7. Have hard time locating.	20	
8. Service on obtaining or repairing is poor.	74	9
9. Not put in proper place.	11	
10. Object to routine of obtaining tools.	4	
11. Do poor job of repairing.	9	
12. Forced to use worn or improper tools because of budget or economical measures.	4	
13. Are old or in poor condition.	51	3
14. Are of poor quality.	43	3
15. Not right for job used on.	34	1
16. Faulty design or construction.	12	1
17. Have need for tool that is not supplied.	2	
18. Insufficiently guarded.	1	
19. Hard to keep in condition on rubber job.	1	
20. Have trouble at times.	7	1
21. Inefficient arrangement.	4	
22. Arrangement a hazard.	1	3
23. Each individual should have own tools.	3	

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TOOLS AND MACHINES (B) Machines

Interviews Analyzed	10300	Men - 6800	Women - 3500
Total Comments	992	Men - 728	Women - 264
Total Favorable Comments	259	Men - 216	Women - 43
Total Unfavorable Comments	733	Men - 512	Women - 221

Favorable Comments

	<u>Men</u>	<u>Women</u>
1. In good condition.	37	6
2. Of new or modern construction.	25	1
3. Better than in the other places.	21	3
4. Improvements do or will make conditions better.	33	13
5. Repair service good.	8	4
6. System of repair in order of breakdown	0	3
7. Have ample supply.	2	1
8. Have device on machine to get rid of dust.	8	
9. Certain amount of breakdown is tolerable.		2
10. Are well guarded.	77	10
11. Guards in good condition.	3	
12. Arranged or constructed efficiently.	2	

Unfavorable Comments

1. Are old, worn, in poor condition, or break down too often.	194	54
2. Do not function properly.	42	24
3. Condition works hardship on person.	3	14
4. Poor condition on accident hazard.	16	1
5. Overheat or do not receive proper lubrication.	18	1
6. Cause disagreeable temperature condition.	2	2
7. Leak or throw oil.	14	5
8. Are not in clean condition.	2	1
9. Need devices to get rid of dust, smoke, etc.	21	4
10. Blowers function improperly.	26	1
11. Left in poor condition by night workers.	19	8
12. Left in poor condition by day workers.	1	
13. Put out of order by new help.	5	
14. Need more efficient machine parts.	11	
15. Have trouble "sometimes"	2	14
16. Change in machine speed cuts earnings.	2	16
17. Insufficiently guarded.	12	1
18. Guards inefficient or need repair	9	
19. Shortage of machines or machine parts exists.	27	2
20. Are arranged or constructed inefficiently.	15	5

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<u>Unfavorable Comments (Cont'd)</u>	<u>Men</u>	<u>Women</u>
21. Arrangement causes bodily discomfort.	1	
22. Arrangement a hazard.	4	
23. Wait too long for repair service or set-up.	28	43
24. Allowed to go unrepaired.	18	7
25. Mechanics do poor job of repairing.	14	7
26. Need more mechanics.	3	7
27. Are replacing man-power.	1	
28. More efficient machine method possible.	2	

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TYPICAL COMMENTS ON TOOLS AND MACHINES

TOOLS

- A+1 "It is very nice for the Company to supply us with tools and save us some money that way."
- A+2 "I think another advantage is that we have our own tools."
- A+3 "The tool makers save us a lot of time by giving good attention to our trouble with tools."
- A+4 "The supervisors keep good watch that all tools are in good condition. If they can be repaired they give it to the tool maker."
- A+5 "We have very good tools to do our work with. We don't need many, but what we have are very good."
- A+6 "We are furnished with all the tools we need to work with."
- A+7 "I also like the system they have here for keeping tools. A person doesn't have to spend a great deal of time looking for them. They can just look into the index file and find the location of the tools without any trouble or waste of time."
- A+8 "I'm perfectly satisfied with the work I have. A few years ago, we had lead molds and then men weren't satisfied with them. But since then, we have aluminum molds so now they're perfectly satisfied."
- A+9 "One fellow gave me some advice that has helped me more than anything else. He told me that if I take care of my tools and have them in proper condition they will do three quarters of the work for me. He taught me how to take care of them and now there is nothing to the job. I can make a good percentage on every job in the department because I know how to keep my tools in shape and I never work if they are not perfect."
- A-1 "I am getting fifty cents an hour and I have to buy my own tools. The eight dollar a day man gets his tools from the Company. I don't see why this should be. Fifty cent labor on the outside don't have to buy any tools for their work."
- A-2 "We have no safe place to put our tools overnight. Often the tools are missing in the morning."
- A-3 "Another thing about the job, by golly if we don't watch our tools they soon disappear. I have lost two micrometers and two wrenches since I have been here, also a brush and a hammer. I can't leave a thing laying around loose and expect it to be there when I come back."

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- A-4 "Some of the men keep the standard tools used on their jobs in their tool boxes so that no one else can get them."
- A-5 "There is a shortage on standard tools. I think that there should be a supply in the stockroom so that the men could get them whenever they need them."
- A-6 "When you want tools they are too tight to furnish them. They skimp too much to save money. I need a pair of pliers right now and I suppose I will have to kiss the boss to get them. They only cost the Company fifty cents and they are supposed to last a century."
- A-7 "We use some tools and half the time you can't find them and you have to go all over the place to look for them."
- A-8 "For the last two months, we have had a heck of a time to get our tools back. I don't see why as he should be able to get them repaired for us sooner than they are."
- A-8 "I have to wait too long for the cutters and tools at the tool cage. They could fix that so we wouldn't lose so much time."
- A-9 "The tool keeper instead of putting the tools where they belong puts them in drawers and every place where he is not supposed to put them. One night I could not find a tool large enough for the job I had, and had to use a smaller one. I had an accident and cut my finger."
- A-10 "Another thing is that in this department there is too much red-tape in getting tools changed or sharpened. We have to get a slip, send the tools out and usually wait a long time before it gets back."
- A-11 "The operators get the blame many times when the tools are defective to start with. You know, there are times that the tools don't get the proper repair when they are sent to the tool room; some may come back undersize, others will be oversize."
- A-12 "The main trouble with our Boss is that he is too tight. He will not buy tools or equipment that we need on the job. There is a certain fixture which we use on our machine and the holes in it are stripped. It will not hold the dies. The Section Chief told the Boss to order a new one and when the Foreman found out that it would cost one hundred fifty dollars he would not order it. Some time ago we needed one of those fixtures very badly so they borrowed one from another department. We still have it. It is the only good one in the department."
- A-13 "The tools on those jobs are all worn out which makes it almost impossible to run some of the jobs."

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- A-14 "Another thing, I think if they furnished us with better tools to work with the work would get out much better."
- A-15 "At times we are unable to get a tool that is the right size and they tell us to run the job anyway. Then we must hold the job and run it over later."
- A-16 "The new pliers we are using are not as good as the old ones. The old ones had a big handle and a better grip and they didn't cut into your hands like these do."
- A-17 "If they would get some kind of a holder so that we could handle these parts better the job would be all right. It is impossible to take a tight grip on these parts for eleven hours without having my hands swell up and get very sore."
- A-18 "I think all soldering iron holders should have a guard over them so an operator who consistently uses one will not get burned."
- A-19 "You have to keep on grinding your tools. It's hard to work on rubber too because it is so easy to get oversize or undersize. If the tool gets dull or gets hot your parts will be undersized and if you work with it when it's cool the parts will be oversize. That's why the rubber gang gets more rejections than anybody else."
- A-20 "About a month ago we all had trouble with our jobs on account of gauges."
- A-21 "The hook, I think, is much too high. What I mean is the hangers that we hang our wire on. If a man is too short it is quite a strain reaching for it. When you have to put up a new spool you have to get up on a box or something to reach it. I think they could be put down about a foot or two lower without being in the way and make it much handier for us."
- A-22 "I am afraid to use the soldering iron on my job. I am always thinking I am going to burn myself or the girl next to me because it is put away in such an unhandy place when not in use."
- A-23 "Another think I believe we should have our own tools. That is, the day and night men have one tool. If it was this way I am sure each man would take care of the tools better. As it is now most of them figure they won't get it again, so why worry? If a man is used to one that works coarse it is hard for him to get accustomed to one that works fine and vice versa. If each man could have his own tool I am sure there wouldn't be nearly the work turned back that there is now and, as I have said before, they would take better care of them."

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MACHINES

- B+1 "The machinery in this department is in good condition."
- B+2 "This Company is more up-to-date than any Company I ever worked for. They are doing all they can to get away from heavy work. At the present time they are putting in a carrier system in this department."
- B+3 "The Company is fine. The machinery is much better than they had in other Plants."
- B+4 "They are improving the machinery at the Western all the time. They are putting in a machine now that will make our jobs a whole lot easier."
- B+5 "The machinery in this department is kept in very good condition. If there is the least thing wrong with any of the machines, the repair man fixes it up right away."
- B+6 "Now we have a new system in getting the repair man - we mark down the time that our machine breaks and then everybody is taken care of as their turn comes and in that way it makes it nice. Everybody is treated alike."
- B+7 "One obstacle was that they did not have enough machines but they have practically overcome that now by getting new machines."
- B+8 "They seem to have taken care of everything here so that there is nothing harmful about our work anywhere. On the grinders they have a suction pipe that sucks the dust right away from the machine so that we don't have to breathe it. In using the acid and soldering they also have a suction pipe to take away the fumes."
- B+9 "Our machines break down sometimes but we have to expect that."
- B+10 "All the machines in this department are well guarded."
- B+11 "They have already made a few improvements on the safety guards. The guards were in bad shape some time ago, some screws were missing and many were bent out of line, but they have all been repaired and they are in good condition now."
- B+12 "Recently our department has been remodeled and refinished. It is about one of the best I have ever worked in. I have been here about eight years now. The arrangement of our machines and other equipment save us much time and labor."

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- B-1 "The machine I am working on is in a bad condition. The bearings are all worn and need to be taken up. It wabbles, and there is a lot of play. It is very hard to do good work on a machine like this. I think that with all the money that this Company has got, that they could afford to give us a better machine to work on."
- B-2 "My work is disgusting at times when the machine does not turn out good products."
- "The equipment that I have to work with is not working the way it should. Some time ago there was an engineer here from the outside to look at it and he said he would look into it, but that was the last I ever heard from him. The machine runs wild and I have it set now so that I can get some work out of it, but if any one that don't know it fools around with it I won't be able to use it."
- B-3 "The control on our machine is too heavy and it takes all my strength to put it down with my foot. Some machines are harder to work than others but they are all too hard."
- B-4 "As a safety measure, I think a lot of accidents and trouble can be avoided by proper attention to the machines. It seems to me that Saturday afternoons or when the machines are idle, the mechanics could go over them to see that they are in good working order. Most of the fellows pay a little attention to the condition of their machines."
- B-5 "Our machines have a greasing system but it is not very good. The pipe that leads to the axle should be larger to allow more grease to come on the axle. It gets so hot when it runs steady that you have to shut your machine down and take a walk."
- "You could mention that I think this department could use an oiler. The men out here don't care to oil a machine."
- B-6 "It is very warm in our department. The heat seems to come from the machines although our work room is ventilated now much better than in the old building."
- B-7 "It would not be so bad over here if they kept the machines in repair so that the oil would not leak out over the floor."
- B-8 "The machines are full of grease and oil. This is nothing but carelessness. If each operator would clean his machine good once they could keep them that way by brushing them off a little each day."

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- B-9 "When we work on certain jobs; they are dusty and there is no shoot to take that dirt away. It just blows over on the next fellow. The machines should be fixed like the big machines. They should have some way of taking this dust away."
- B-10 "There is a good deal of dust on this work. Our blowers don't seem to carry this dust off the way they should."
- B-11 "I don't like the way the night man leaves my machine. When I must start work in the morning with my machine out of order it seems to turn everything upside down for the whole day."
- B-12 "The day gang works with the same machines and tools as we do, but they never clear the machines. Very often they will break tools and leave the broken tool in the machine. This means that we have to reset the machine before we can start to work."
- B-13 "The new help is inexperienced. They don't know how to handle their machines. We have to keep on repairing them all the time. Now they are overhauling all the old machines."
- B-14 "Yes, I'll tell you what they could do is put counters on all the machines. They have already turned in a complaint above that. The Gang Boss did because when he comes around and asks how many parts we turn out, we have to tell him that we don't know. We don't know what the h--- to tell him. Then you have to stop and take the pans over to the scale and weigh them up, and in that way we lose fifteen minutes or more, which we would not have to do if there was a counter on each machine."
- "The foot-kicker on -----machine could be made better. It could be run by electricity; as it is, it is all foot motion."
- "The new machines have a device which saves considerable time for the operator which is not on the old machines. I think it would be a good idea to have it on the old machines too, which they could do fairly easily. I know one of the old-type parts wore out recently and they replaced it with another old part. I wondered at the time why they didn't put the new type on in a case like that."
- B-15 "There are days when my machine breaks down. Then, of course, I cannot make my rate. I am straight piece work. That is about the only time that I cannot make my rate, when the material is poor and the machine breaks down."
- B-16 "I am very much dissatisfied with my job right now, because they slowed down my machine and I can't turn out as much work as I want to. And being a straight piece work operator I cannot make any money this way because they won't raise the price on the jobs."

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- B-17 "There is a machine and a few of the younger fellows have got their fingers smashed on it and I think that this machine should have a better safety guard on it than it has."
- B-18 "The new type of guard the engineers put on one of the machines makes it harder to do the job. I have been breaking new men in on it and it is much harder to teach them and more dangerous. The engineers have been going to change it but nothing has been done."
- "All of the jobs are guarded, but some of the guards are broken. I think a check should be made of all guards and where they are broken they should be repaired."
- B-19 "The only bad condition I know of is that we don't have enough machines for the amount of work that we have to tear down and set up and put the job to one side so we can accommodate the rush jobs and in that way quite a bit of time is lost every day and that means money to us."
- B-20 "The plate on our machines is too wide. It causes us to reach too far and again we have to lower the plate to the extreme and this causes it to rest on our knees when we work. After sitting there for a couple of hours, my feet get cold and when I get up my legs are stiff and I can hardly walk."
- "The machines we work on are never laid out right. You are always running in one another's way. The machines should be laid on an angle."
- B-21 "Our machines are in a location where we don't get any air. There are no windows near us. It is not bad in the winter, but in the summer it is very warm."
- B-22 "There is a lot of danger the way the machines and apparatus are placed in this department. I've spoken to the boss about it and he said, 'Well, you ain't killed yet, so why worry?' I know if something happens, then it is too late."
- B-23 "Our machines break down and we have to wait so long. All last week my machine was broke down. I only had seven heads running instead of eight."
- B-24 "Sometimes when you call the machinist to repair a machine, he will look at the broken part but he won't fix it. As long as a machine runs, they don't bother about repairs. This makes it very hard on the men."
- B-25 "They have our machines down every few days for repairs but they just fix it up so that it will run a little while. If they take a day or so longer and fix it right, it would be much better both for the Company and for the operator."

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- B-26 "You can't expect the mechanic to fix all the machines at once and sometimes three or four break down at the same time. They only have one mechanic on the night shift to repair all these machines but they have three men on the day shift to repair the machines on days and they have nearly as many girls working nights on the machines as they have days."
- B-27 "Machinery is certainly taking the place of man-power. They have installed five machines over here that cuts their labor from forty girls to twenty-five and they save thousands of pounds of grease each month."
- B-28 "I should think they could rig up some kind of a machine to put three or four of those banks in at once - some kind of a press, I should think, so they could hit all of them at once and save the Company some time and money. I suppose a machine like that would cost, too, but I mean save in the long run."

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

Comments on all means of traveling between residence and working location have been classified to this subject:

Interviews Analyzed	- 10300	Men - 6800	Women - 3500
Total Comments	- 606	Men - 255	Women - 351
Total Favorable Comments	- 265	Men - 105	Women - 160
Total Unfavorable "	- 341	Men - 150	Women - 191

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. The transportation is good	14	13	
2. Lives near enough to walk to work	37	85	
3. Live near the Plant and it is convenient for me	18	36	
4. Car line is close and convenient for me	1	4	
5. The "L" service is good, much better than Street cars	5	4	
6. It takes me some time to get to work, but I don't mind that	2	4	
7. I ride the "L" and service is good	2	1	
8. It is convenient for me here, only have one car fare	1	4	
9. Appreciate the Company furnishing parking space	9		
10. It is easy for me to drive to work	7		
11. Can get to work in a short time on street car	3	6	
12. I ride to work in the morning, and can walk home at night.	2	3	
13. Plant location is good, close to "L" train, and street cars.	1		
14. Like the idea of the W.E. selling us street car tokens	1		
15. I don't mind the long ride, because I live in a nice neighborhood	1		
16. I live in Chicago, because the street car fares are less	1		

	<u>Unfavorable Comments</u>		
1. Brookfield service is poor	1	3	
2. Elevated is very crowded	1		
3. Service is bad on the Berwyn car lines	2	2	
4. Service is terrible during the winter on Western Avenue	1		
5. The 12th Street cars are crowded and won't stop for you	1		

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	<u>Unfavorable Comments (Cont'd)</u>	<u>Men</u>	<u>Women</u>
6.	The service on the Ogden Avenue line is terrible		1
7.	The Ashland Ave. cars are so crowded and run so slow		2
8.	The service on Crawford Avenue is rotten	2	1
9.	The Kedzie Avenue cars are so crowded		6
10.	Cicero Avenue cars are crowded and the service is poor	31	42
11.	The 22nd Street cars are crowded and service is poor	21	67
12.	The transportation service is terrible	39	36
13.	Terrible auto jam at 48th Street viaduct		1
14.	Traffic in front of Plant makes it dangerous to catch a car there	2	4
15.	Company should have a garage or some place for employee, who has to drive to put their cars	3	
16.	The Company parking spaces are inconvenient in some ways	15	
17.	Difficult to find a place to park near the Plant	1	
18.	Cicero Avenue should be fixed, it is terrible	3	
19.	The C.B. & Q. schedules are inconvenient for me	3	2
20.	Have to wait too long for a street car	1	2
21.	If we miss the first car after work we must wait a long time	2	1
22.	Have to walk so far from Plant to get a car	2	3
23.	Have to pay two fares to get to work	1	3
24.	I live so far out that it takes too long to get to work	10	8
25.	It is inconvenient for me now, because I must ride, before I could walk		2
26.	Would like to be transferred so as to be closer home	2	
27.	Don't like the large crowds coming to work	1	1
28.	Sidewalks along 12th Street car line covered with high weeds forcing you out into the street where it is dangerous because of traffic	1	
29.	Have to walk so far after getting the bus makes me nervous		1
30.	Working at Homan Avenue forces me to have to ride to work		2
31.	The Homan Avenue Plant is too far from my home	4	1

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TYPICAL COMMENTS ON TRANSPORTATION

Favorable Comments

1. "The transportation is all right. I don't ever have any trouble coming or going from work."
2. "Another thing I like about working here is that the Plant is close to my home and I can walk to work."
3. "I like it here cause I am close to home and have no trouble getting here or going home."
4. "One thing I like about working here is that I get on the street car in front of my home and get off right in front of the gate."
5. "We take an 'L' west. It is suicide to try and get on one of these street cars on Twenty-Second Street. I only go to Fifty-ninth Court. Even at that I think it is worth it to get over to the 'L'."
6. "I like the location we are working in now. It takes me longer to come to work since our department moved over to this Plant, but I don't mind that. I like to work here."
7. "I live close to the 'L' and it only takes me fourteen minutes to come."
8. "It is convenient for me to work here because I live in the suburbs and working here means only one car fare."
9. "One nice thing about the Company is that they have a parking space so that you can drive your car inside the grounds if you want to drive to work. This is a great convenience to the employees."
10. "Then, another thing I like about this is that it is so much closer to home. I drive my flivver to work and it only takes about ten minutes."
11. "I can get here on the street car in twenty minutes, and home in the same amount of time."
12. "I haven't far to go. I ride on the street car and walk home at night. I am living with my folks. It makes things pretty nice."

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2.

13. "I think the Works are located in a good place. People can get here by street car, elevated, or train."
14. "One very good thing that the Company does is to sell us street car tokens and we do not have to stand and wait for change on the street cars."
15. "I live in a nice neighborhood. I like it out there. It is forty-five minutes away from here, but I would rather be a long way away and in a nice neighborhood than close to work in a neighborhood I don't like."
16. "No, I live in Chicago. It is cheaper to run around if you live there. I do not own a machine as I cannot afford it and living in Chicago, makes fares cheaper. A fellow has to watch his nickels pretty close, and I manage to get by on my allowance and the wife does likewise. We have three children, two boys and one girl."

Unfavorable Comments

1. "In the winter time the Brookfield cars don't have enough power to bring all the cars down here. This happens now too, but not quite so much, and then of course, I get here late."
2. "I use the elevated train and going home in the morning after working all night, it is so crowded and get jostled around all the way to Marshfield. That is a long way to stand up. It is about the same at nights."
3. "The street car service is very bad out our way. You see, the Berwyn car line is my closest car service, and if the motor-man has the "GO" sign when he gets to 62nd Avenue, he just keeps right on going and never stops. Even when they do stop, they do not open the doors half of the time. I guess it is because the car is already loaded. If I do not ride on the Berwyn line, I have to walk one mile to get the other car this has caused me to be late several times."
4. "I live quite a distance from the Plant and I find the street car service very good during the summer time but during the winter time the service is terrible on Western Avenue. It seems as if there are quite a few trucks get stuck between lake and Grand Avenue which blockades the street car service."

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3.

5. "I think we ought to have better transportation on Twelfth Street. The cars are very crowded. Some of them don't even stop to pick up the people. The Company ought to do something about this condition."
6. "The street car service on the Ogden Avenue line is terrible. When I transfer to the Crawford Avenue car sometimes I hang on its numbers."
7. "In the winter time it takes me almost an hour and a half to come to work in the morning. The Ashland Avenue cars are so crowded and run so slow. Then they are usually always delayed at the Stock Yards. Then the class of people that get on those cars there are so dirty and make riding so uncomfortable."
8. "The only thing I don't like about working here is getting here in the morning. The street car service on Crawford Avenue and on Twenty-second Street is rotten."
9. "It is awfully hard for me to get home in the morning. The cars are so crowded and there is such a rough class of men riding in these cars. In the Kedzie Avenue Cars the conductors allow men some awful privileges. They 'cuss', put their feet on the seats, smoke something terrible and don't fail to spit all over."
10. "Our transportation both coming and going from work is rotten. A man never gets a seat, and if there is a heavy rain storm the viaducts are always flooded on Cicero Avenue. It takes two hours to get here to work or to get home. That is the reason for a lot of lates, and a man is expected to be punctual."
11. "The transportation on Twenty-second Street is rotten. The cars are always crowded. I have to stand up going and coming from work."
12. "The transportation during the winter is terrible. At times I have taken a cab to work two or three times a week because of the poor street car service."
13. "There is a terrible jam of automobiles at Forty-sixth Street viaduct on Twenty-Second Street. The street cars unload there and there is not enough room for the street cars, automobiles, and people. It takes me about ten minutes to get through with the automobile."

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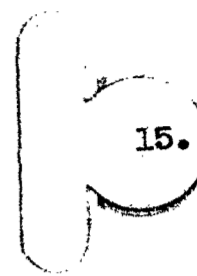
14. "Speaking of safety hazard, I would like to call your attention to the danger of the employees getting hurt out in front of the building while waiting to board a street car. Don't you think they could place a switch over near the sidewalk and in that way the traffic lines would have the right of way without any interruption? There is great danger of many getting mangled for life out there any day by speedy automobile drivers."
15. "I think it would be wonderful if the Western would do something about the employee who drives to work. They could build some kind of a big garage that would keep the cars out of the way."
16. "I live in-----. Not bad on the Burlington. I can make it in about twenty minutes or so and I would a whole lot sooner take a train than drive in. It is too much trouble. The Company yard is too far back; it is almost as bad as walking home. Another thing, I don't like it standing out in all kinds of weather."
17. "I find it's so difficult to find a place to park near the Plant that it doesn't pay to drive a car. The water freezes in the radiator too. I believe I can make it faster on the elevated."
18. "In all the places I have ever been in I never saw such street as Cicero Avenue; it is terrible to try and get from the sidewalk to the street car. Last winter I nearly broke my neck there. I think that something should be done to get this street paved especially when there is so much traffic over it. It is a disgrace to the town of Cicero."
19. "I ride the C.B. & Q. in coming to work and the service is not so good for the hours that I work. I have to get to work in one and one-fourth hours ahead of time and have to wait an hour for the train in the morning. This train does not stop at my station. I have to go one station beyond and walk back."
20. "Street car transportation is very poor; at night you have to wait so long for a street car they are so crowded."
21. "There are too many people ringing their time on our clock. We must wait in line a long time and it takes me long before I get out of the building. I must get a certain car and if I miss it I must wait a long time and in the winter it is very cold."

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5.

22. "Our transportation is not so very good, and it is quite a long walk to the car on rainy days. We get soaked to the skin before we walk three blocks to the carline."
23. "We live in a sort of a small suburb. I pay two car fares to get to work on time. I was late once last year."
24. "I don't like this place as well as Hawthorne because I live on the south side and it takes me a long time to get home."
25. "I used to walk to work but I moved about a week ago and now I am riding. I enjoyed the walk. That was about the only exercise I got."
26. "I heard they were going to move our department to Harrison Street, and I am wondering if I will be among those to go over. I would be willing to go and I know my wife would like it better too, because it is closer to home."
27. "The only thing I don't like about this place is the big crowd coming to and going home from work on the cars."
28. "There is another thing I would like to bring up. The sidewalks leading to the Twelfth Street car line are covered on both sides with high weeds and it is almost impossible for a man to use the walks so we have to use the street and there have been very many narrow escapes where the men almost got knocked down by automobiles. On rainy days no one uses the sidewalks at all on account of the weeds being all wet. It would be a very nice thing if the Company would send a few men to cut down the weeds along the sidewalks so as to make them passable and at the same time prevent accidents."
29. "I was very nervous going home in the morning; it was so dark until they changed the time. There was no one going home my way and I live out in Stickney and had a long walk after I got off the bus. It really wasn't safe. But since the time has been changed it is a little better."
30. "Working in this Plant is inconvenient for me as now I have to ride to work. Before I lived within walking distance."
31. "One thing I do not like about this Plant is that it is too far from home. I have to take a train and then the street car."

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August 28, 1930.

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

All comments about their vacation period have been classified to this subject.

Interviews Analyzed	- 10,300	Men 6,800	Women 3,500
Total Comments	- 3,723	Men 2,167	Women 1,556
Favorable Comments	- 3,550	Men 2,055	Women 1,495
Unfavorable Comments	- 173	Men 112	Women 6.

Favorable Comments

	<u>Men</u>	<u>Women</u>
1. Present system in general O.K.	228	103
2. Given at good time.	299	220
3. Good to receive after year's service.	278	324
4. Appreciate policy of paid vacation.	701	402
5. Now able to spend with friends and relatives.	138	112
6. Good to receive two weeks after two years' service.	107	170
7. Notification of time in advance good idea.	10	2
8. New plan eliminates favoritism and hard feelings.	116	56
9. An inducement to stay with Company.	62	24
10. New employees permitted vacation at own expense O.K.	9	2
11. Feel and work better after returning.	22	12
12. New plan alleviates inefficiency during summer.	13	3
13. New employees permitted to work during time O.K.	1	1
14. Appreciate vacation in addition to lost time.	4	7
15. Vacation a matter of course.	1	0
16. Appreciate extra time off.		2
17. Creates change of environment.	11	3
18. Affords opportunity to rest up.	52	40
19. Affords opportunity for domestic and personal duties.	3	12

Unfavorable Comments

1. Prefer later date.	11	4
2. Does not coincide with plans of others.	2	3
3. Long service employees should have longer vacation.	8	6
4. Should all go together.		1
5. New plan unsatisfactory.	1	3
6. Should be able to choose time.	24	7
7. Time does not fit with form of recreation.	13	

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Unfavorable Comments (Cont'd)	<u>Men</u>	<u>Women</u>
8. To go at end of year's service unsatisfactory.	7	5
9. Mass plan crowds resorts.	4	3
10. New system unfair to five year and over employees.	16	12
11. Leave of absence or lost time should not effect vacation.	5	6
12. Two weeks not long enough.	6	0
13. Partial closing causes inefficiency.	6	3
14. Destroys work habit.	3	
15. Entitled but do not receive.	3	3
16. Dislike vacation not paid for.	1	4
17. Prefer earlier date.	1	
18. Do not care for vacation.	1	1

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TYPICAL COMMENTS ON VACATION

The following typical comments were taken from the Operating Branch interviews at Hawthorne during 1929.

Favorable

1. "The new vacation plan is very good. I like it much better than the old way."
2. "The Company picked the best time of the year to give the employees their vacation and I hope they do the same thing from now on."
3. "I got one week vacation with pay and I think that was wonderful. You don't get that any other place. Everyone I told it to thought it was swell. It is better than years ago when you had to wait five years to get one week."
3. "Working conditions are much better than they used to be. I'm an old timer, and I can appreciate the change. I worked ten years to get a vacation, but I'm glad to see the new plan come in. I'm always glad to see the new fellows get something better."
4. "I think the paid vacations are great. I don't think shop employees can get a paid vacation any other place."
5. "I think the new vacation plan this year was very nice. It gives many of the same family that are working here an opportunity to enjoy their vacation together."
5. "I think this mass vacation is great. I have friends working here. We made arrangements and all went out together and enjoyed our vacations."
6. "I think the vacation plan this year is much better than it ever was. I got in on the two weeks this year. I would have had to wait several more years under the old plan."
6. "I am one of the lucky girls who will benefit by the new vacation schedule. I am entitled to two weeks, and I think it is a wonderful plan."
7. "I like the new system of vacations as I can make definite plans. Under the old system we never knew which period would be granted us."

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Favorable (Cont'd)

8. "There is no chance for an argument with the vacation plan the way it is now. Everybody gets an even break. No one can kick that the other fellows got a better period than he did."
9. "The new vacation plan is a good thing. It will encourage the new employees to stick longer and make them permanent fixtures with the Company."
10. "I think the new vacation plan is very good. It gives the employees who have less than a year's service a chance to take a vacation on their own time."
11. "I am getting a vacation this year and I think it is very fine of the Company to let us off like that because when we come back we will surely feel refreshed and be able to do much better work."
12. "I think the new vacation plan is very good. The way it was before we were short on help six months out of each year."
13. "I also think it is fine that the Company does not force a vacation on employees under a years service without pay. There are many who could not afford a vacation without pay."
14. "I was in the hospital when I was supposed to start my vacation so the Company gave me my vacation as soon as I was accepted for work by the hospital. I did not expect to receive a vacation because I thought as long as it was due in July, I would have to take it while I was sick."
15. "All the fellows seem to be tickled about the paid vacations, but I received one every other place I worked, so it doesn't seem anything out of the ordinary to me."
16. "I just got back from a one month's vacation and I feel pretty good. I was glad to get back. I thought it was fine of them to give me two extra weeks. My home is miles away; and I wanted to visit my home."
17. "I think the vacation idea is fine. It gives the employees a chance to get away from their work a while and get out and see something different. I have made it a practice to go to a different place every year."
18. "I just got back from my vacation a few days ago. That is a very nice thing. It gives you a chance to rest up."
19. "When I get my two weeks' vacation I will stay home and do my house cleaning. My children are not old enough to do the work, but they will help me."

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Unfavorable

1. "I do not like the new vacation plan as I like my vacation later in the year."
2. "I wish they would have left the vacation plan alone. I would rather have my own choice. Now my husband and I are both going to be home at different times."
3. "I don't think the old employees get nearly the breaks as the new ones do. We should get more than two weeks' vacation if the new ones get two weeks after such short service."
4. "They do things in this department to suit themselves. We understood by the note on the bulletin board that we were going to get our vacations the last two weeks in July but when we got our slips back all of us girls have different weeks and were disappointed."
5. "The change in the vacation does not suit me but I suppose that can't be helped. There are more to be considered than one."
6. "I don't like the new vacation plan as well as I did the old. I think everybody would be more satisfied if they could pick their own vacation periods."
7. "I always spend my vacation fishing, so I am not in favor of taking my vacation the last two weeks in July. Fish do not bite good in real warm weather."
8. "They had their vacation period kind of funny this year. I had one week in July, and then when my year was up I had another week in September with pay. I like the vacation period very well, but I don't see why they just couldn't give me that week in July with pay. Next year my vacation will be split again."
9. "This new vacation plan is all right but there is one thing I don't like about it. That is that all the summer resorts are crowded at the same time."
10. "It is nice to see everyone get a vacation with pay, but it makes the old timers feel foolish to see the new man with two year's service get a two weeks' vacation and the old timers get the same thing."
11. "I took a trip to the old country and they gave me a leave of absence to go. When I came back they didn't give me any vacation when vacation time came around. The fellow that went with me got a vacation and I have been working here for a number of years and he has been here only a matter of two or three years."

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Unfavorable (Cont'd)

12. "I just got back from my vacation. I think it is a wonderful thing. Of course, when you figure it out all around, two weeks is short."
13. "The vacation Plan they had last year was fine, but I should think they would close down the Plant entirely. I worked during the vacation and we had a terrible time. It seemed as though they didn't leave enough help to take care of the clerical end in order to properly run the job. Another fellow and myself were here and we certainly had our hands full."
14. "I had a good time on my vacation but it is hard to get back in the harness."
15. "The only thing I think that everybody around here don't get an even break. Some guys get a vacation when they are here a year and some don't. There is one guy that has been here a year last week and this week he gets his vacation. I am here a year and three months and no one said anything to me about a vacation yet."
16. "I had two vacations this year. One week I got paid for and I took the two weeks that everybody took because nobody worked in our department and I would have felt foolish working all alone although I would have liked to work as I needed the money but I got along somehow."
17. "I think they should give us our vacation in May, because in July it is too warm to make a trip."
18. "Oh, the vacations will not mean anything to me. Just more work at home, that's all. We have to make a cement driveway to the garage."

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

All comments regarding changes of air in a section and their effect; caused by drafts, fans, opening of doors and windows etc., have been classified to this subject.

Interviews Analyzed	10,300	Men	6800	Women	3500
Total Comments	2,561	Men	1602	Women	959
Total Favorable Comments	1,037	Men	626	Women	411
Total Unfavorable Comments	1,524	Men	976	Women	548

Favorable Comments

	<u>Men</u>	<u>Women</u>
1. Ventilation is good.	626	411

Unfavorable Comments

	<u>Men</u>	<u>Women</u>
1. Ventilation is poor.	432	244
2. When the doors are opened, it causes a bad draft.	101	32
3. Should have a better system of opening and closing the windows.	60	46
4. When the windows are opened, it causes a bad draft.	32	46
5. The exhaust system is not adequate or effective.	58	11
6. Opening the windows on both sides causes a draft.	16	41
7. If windows are opened, someone closes them immediately.	28	28
8. Should install a ventilating system.	38	13
9. There is a bad draft in this department.	27	12

June 24, 1930.

	<u>MEN</u>	<u>WOMEN</u>
10. Get a bad draft from the bridge.	31	15
11. Very drafty here in the winter time.	32	11
12. Must work in a draft.	7	13
13. Men want windows opened, but women complain about it being cold.	12	9
14. Ventilation is not so good, because the work requires the windows to be closed.	11	5
15. Ventilation would be better if windows could be opened from the bottom.	11	1
16. When the windows are opened, those sitting near them do not get a draft, like the ones out in the center of the room.	11	
17. A very cold draft comes through the window that material is received through.	8	
18. The ventilation is not handled properly.	7	
19. Ventilation is not so good, because we can only open the windows on one side of the room.	7	3
20. Get a cold draft from the loading platform.	6	1
21. Wind comes in around the windows in the winter time.	7	3
22. Get a bad draft from the skylight.	6	1
23. Ventilation is bad at times.	6	2
24. Think the air from outside is better than cleaned air.	4	
25. Get a bad draft here in the aisles.	3	
26. Get a bad draft from the elevator shaft.	2	1

June 24, 1930.

	<u>MEN</u>	<u>WOMEN</u>
27. Not allowed to open windows for ventilation.	2	1
28. Ventilation is bad because the system is out of order.	2	1
29. Hard to regulate ventilation in this building.	1	1
30. Ventilation is not so good, only have windows on one side.	2	
31. Uncomfortable when windows and skylight are both opened.		1
32. Momentum of the machines causes a disagreeable draft.	1	
33. Must keep the windows open on account of smoke.		1
34. Blowers cause a cold draft in the winter time.	1	
35. Not enough ventilation to carry away the odor.	1	
36. Conflict between bench and machine operators over opening the windows.		2
37. When it is drafty, the material does not work right.		1
38. Ventilation is all right when the windows are handled properly, but sometimes they fail to do this.	1	
39. Our hands chap when the windows are opened in the winter time.	2	

June 24, 1930.

TYPICAL COMMENTS ON VENTILATION

FAVORABLE COMMENTS

1. "Our department is well ventilated and has a lot of daylight. We are quite comfortable."

UNFAVORABLE COMMENTS

1. "The ventilation is poor. When we come in in the morning, there is a strong smell of gas or sulphur. It is so bad that you can hardly catch your breath. In the morning you can come in here and hear everybody coughing. It is that bad."
2. "The doors at the north end of the building should be closed during the winter because it causes a draft."
3. "About a year and a half ago I was off for five weeks, sick. They paid me for the time I lost though. Someone kept leaving the windows open and I got the "flu" or something."
4. "One thing that should be remedied and that is the ventilation system. In the winter time when we open the windows there is a draft blowing on our backs."
5. "One time the Company put in some suction pipes that were supposed to take away these fumes, but the pipes and the motor were so small that they didn't help a bit. If these pipes were bigger I think it would work all right."
6. "In the cold months I don't think they take care of the ventilation properly. They open windows directly across from each other and it makes it pretty drafty."
7. "Several of the boys here seem to be afraid of fresh air. I have opened the windows when the temperature on the outside was around sixty degrees, but as soon as I opened them someone else would close them."
8. "In the summer time we should have a ventilating system here to take away the smoke and fumes, and keep the air circulating at all times."
9. "There is a draft blowing through the department continually."
10. "The Company ought to heat up the bridges or provide some sort of protection near the doors so that the cold draft would not hit the operators working near the bridges."

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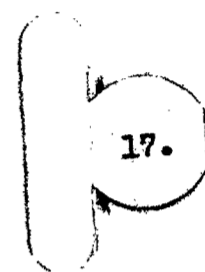
11. "During the winter there is quite a draft in this room. Last winter I had a stiff neck several times which I think was caused by the draft."
12. "I work near the door and the truckers passing in and out of the department never close it. There is a draft blowing on me continually. I got a cold from it last winter and was home sick for two weeks. One of our men is home sick now with rheumatism which he claims was caused by a draft."
13. "When the windows are closed this place is stuffy and if you open the window the girls holler that they are cold. You can't get any air and the working men pounding around here raise a lot of dust."
14. "We have quite a lot of trouble in this department about the ventilation for the girls on the other side of the room have a job that they cannot work on if the windows are open. That makes it pretty hot for the girls on this side."
15. "One thing I never did like was that the windows open from the top. If they opened from the bottom it would be much better as we would get more air."
16. "The people that sit by the radiators are warm and they open the windows, and those that sit in the middle of the room are hit by the draft from the open windows. If you ask the ones that sit near the windows to close them, it causes an argument. I think that if one person had charge of opening and closing of windows that it would be better."
17. "When they unload the steel from the freight cars, they open the windows and push the steel into the racks. It sure gets cold in our department. We feel the cold draft; especially on our feet."
18. "The ventilation is not handled properly in this department."
19. "The windows down there though, are kind of a hard proposition. We can only open them on one side and that means that one side of the room is going to be hot and one side is going to be cold. I think a fellow gets a cold quicker when the room is like that."
20. "Another bad thing about this department is the door at the north end where the shipping platforms are. There is a terrible draft which comes in from there, and I always feel sick on account of it during the winter."
21. "I think it is warmer in this department than it is in Building --. That room is exposed on three sides and the wind blows right through them windows. It is a swell place to work in the summer time but not in the winter....."

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22. "In the winter time there is a terrible draft from the skylights; I always have rheumatism in my shoulder on account of this and in the summer it is just the opposite; the heat is terrible where you have to work in under these skylights and at one time they had them painted but this paint has been washed off. It was much better working when the skylights were painted."
23. "Occasionally the ventilation is very disagreeable, especially when they remove the lead from the rosin tanks, and for about fifteen minutes then we can hardly breathe."
24. "The air that we get in the room where I work is all right but I would like it better if we were getting the air from outside as I think that it is more healthier."
25. "The job I have is very hot and what is disagreeable is that when your work at the machine near the aisle there is an awful draft."
26. "I am working right by an oven and the work I do is very hard work naturally I sweat a lot and on one side of me is the oven and on the other side the elevator and there is an awful draft from there and I don't believe it is a very healthy thing to have that cold air blowing on me when I am sweating."
27. "Our room is too warm, and we are not allowed to open the windows."
28. "Sometimes our ventilators aren't cleaned often enough. When they get too dirty we always have to go to the Boss and tell him to have them cleaned. It would be much better if they would have them cleaned oftener."
29. "I don't like this building at all. The other department we were in was much better. It is so hot here in the summer and in the winter it is cold and it is so hard to ventilate this place. The windows are high and you can't open them from the bottom."
30. "The ventilation at my end of the room is not very good because we only have windows on one side of the room and on hot days we could use a little breeze."
31. "They usually open up the skylights and the windows at the same time. This makes it very bad for us. If they would open either one it would be much more comfortable."
32. "In the winter time I have noticed quite a draft from the machines that I operate. Even on a cool day it seems rather disagreeable. It is caused by the momentum of the machine."
33. "It is not so warm over where I am working, not always, for you see, we have to keep the windows opened on account of so much smoke. It is just when they open the large ovens that all that smoke comes. Some nights it is terrible, we almost choke. It burns our eyes something terrible. It always makes us sleepy."

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34. "The dust blowers on our machines keep it cool enough in the summer time, but in the winter it gets pretty cold in there. The blowers seem to take all of the heat out as well as the dust, and unless you have a job that keeps you moving, it is very easy to catch cold from the draft."
35. "We have fair ventilation in our department but not enough to carry away the awful odor from the oil in the floor. This oil is never properly cleaned away. There are places in the department that you almost have to hold your nose on account of this oil that has stood for such a long time."
36. "On hot days all the windows are opened but whenever the days are a little cool the girls that work on the bench aren't exercising like the girls on the machine and they feel cold. The girls on the machines are in motion all day and they want them open. There is always more or less fussing about the windows. On a rainy day they have to be closed as we cannot get our work wet."
37. "I have trouble with my work but if I have it the other girls do too, because when it is drafty or cold in the department then we can't work so good because the thing we work with doesn't work so good."
38. "On hot days when all our windows and doors are open, we get fumes from some place. The air in this department is just blue from them. In the winter the ventilation is all right when they open and close the windows. I think there is a ruling to that effect, but our Foreman sometimes fails to have them do it."
39. "There is one thing about the job that I don't like and that is, the compound makes our hands very sore. In the winter time they keep the windows open too much and this causes our hands to chap."



July 7, 1930.

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

All comments regarding functions administered by the Industrial and Public Relations Branches, except Interviewing Program, Hospital, Restaurant, and Safety and Health, have been classified to this subject. They have also been separated into groups as shown below:

Interviews Analyzed	10,300	-	Men	-	6800	Women	-	3500
Total Comments "	2,121	.	Men	-	1249	Women	-	872
Total Favorable Comments	1,799	-	Men	-	1030	Women	-	769
Total Unfavorable Comments	322		Men	-	219	Women	-	103

	<u>Favorable</u>		<u>Unfavorable</u>		<u>Total</u>				
A. General Comments	Men	51	Women	67	Men	15	Women	2	135
B. Benefits	Men	790	Women	512	Men	57	Women	24	1383
C. Employment	Men	44	Women	98	Men	79	Women	41	262
D. Service (Continuous)	Men	35	Women	19	Men	48	Women	33	135
E. Publications	Men	17	Women	20	Men	5	Women	1	43
F. Pensions	Men	68	Women	2	Men	11	Women	1	82
G. Loans	Men	14	Women	8	Men	3	Women	1	26
H. Christmas	Men	4	Women	41	Men	1	Women	0	46
I. Legal Services	Men	7	Women	2	Men	0	Women	0	9

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WELFARE

A. - GENERAL

Interviews Analyzed - 10,300	Men - 6800	Women - 3500
Total Comments - 2,121	Men - 1249	Women - 872
Total Favorable Comments - 118	Men - 51	Women - 67
Total Unfavorable Comments - 17	Men - 15	Women - 2

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Appreciated visits by service people while sick	2	5	
2. Treated fine by Welfare People	9	21	
3. Service Division	-	24	
4. Company takes an interest in employees welfare	22	12	
5. Permitted employee to work half time so he could attend school	1	-	
6. Company's apprenticeship course fine	2	-	
7. Welfare Dept. ordered a lighter job for employee	2	-	
8. Welfare helped get sick employee in a good hospital	1	1	
9. Taken care of by welfare when sick	3	3	
10. Welfare dept. is good	4	-	
11. Treated fine by Company while in Army	1	-	
12. Company has good compensation system	1	-	
13. Welfare put two men on job formerly done by one	1	-	
14. Interested in buying a Company house	2	-	
15. Real Estate service man helped employee keep from losing home	-	1	

	<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Would not accept home doctor's opinion	1	-	
2. Made promise and didn't live up to it	1	-	
3. Didn't know there was such a thing as a Welfare Department	-	1	
4. Good place to stay away from	1	-	
5. Company will not take care of employee who is ruptured	3	-	
6. Past time to get Service Certificate	-	1	
7. Not treated so well by Welfare	6	-	
8. Not treated well by Service Division	1	-	
9. Employees should be insured	1	-	
10. Welfare co-operates with Dept. Chief and employee is out of luck	1	-	

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WELFARE (B) BENEFITS

Interviews Analyzed -	10,300	Men -	6800	Women -	3500
Total Comments -	1,383	Men -	847	Women -	536
Total Favorable Comments -	1,302	Men -	790	Women -	512
Total Unfavorable Comments -	81	Men -	57	Women -	24

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Sick benefits good	513	326	
2. Received money every week without any trouble	37	73	
3. Benefit money helps pay doctor bill	5	14	
4. Received full pay while off with injury	48	9	
5. Benefits received when a person needs the money most	15	15	
6. Received full pay after first week	38	10	
7. Benefits take worry off your mind while you are sick	10	8	
8. Disability benefits good	22	4	
9. Don't know what I would have done without benefits	14	13	
10. Death benefit	16	5	
11. Surprised to get paid for sick leave of absence	-	3	
12. Company paid hospital and funeral expenses even though employee had not been here the required time	1	-	
13. Sick benefits a good thing for married men	6	-	
14. Don't have to worry about getting sick because of benefits	5	2	
15. Paid while off with injury received in athletics	1	-	
16. Company kept on helping employee after benefits ran out	1	4	
17. Couldn't care for themselves without aid of sick benefits	1	2	
18. Wonderful to employee when sick even though she had not been with Company long enough to receive benefits	-	1	
19. Thought of benefits keep employee from quitting	4	1	
20. Received regular pay after home two weeks	-	1	
21. Received higher pay while off sick then when working	4	-	
22. Off sick for two and one-half years--received benefits and doctor bills paid	1	-	

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	<u>Favorable Comments (Cont'd)</u>	<u>Men</u>	<u>Women</u>
23.	Company paid all hospital bills	4	2
24.	Company paid funeral expenses of employee's family	1	-
25.	Received benefits for injury received outside of the Plant	4	3
26.	Didn't force employee to take benefits and pension when he wanted to continue working	1	-
27.	Received benefits but didn't deserve it	3	1
28.	Likes to work for Company because of benefits	30	9
29.	Benefits paid hospital bills	-	1
30.	Paid benefits and funeral expenses	1	-
31.	Paid benefits and hospital bills while off with injury	2	2
32.	Sick benefits wonderful for young girl who has no other means of support	-	1
33.	Welfare paid benefits even when company doctors ordered employee to work	1	-
34.	Maternity benefits appreciated	1	2

	<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1.	Welfare Department wouldn't take care of men injured on the job	6	2
2.	Refused benefits because of one day's delay in reporting injury	2	-
3.	Bawled out for not reporting small scratch	1	-
4.	Didn't get paid when off after Company doctor ordered her to return to work	-	3
5.	Takes too long to investigate sick cases - delays payments	1	-
6.	No benefits paid for injuries received in Company athletics	2	-
7.	Didn't get benefits during relapse when Company doctor ordered her to return to work	1	3
8.	Employee refused job when returned from sickness because Company was afraid she would get sick again and would have to pay her more sick benefits	1	-
9.	Didn't receive sick benefits because of a mistake in the department	3	1
10.	Company refused to pay sick benefits and employee had to fight to get them	2	1
11.	Didn't get sick benefits	7	5
12.	Should be paid from first day you are off sick	11	-
13.	Had to go to Payroll to collect benefits	-	1
14.	Death benefits should be paid on unmarried people as well as on married	-	1

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<u>Unfavorable Comments (Cont'd</u>		<u>Men</u>	<u>Women</u>
15.	Overpaid benefits, then deducted from regular pay later	1	-
16.	Employee should be allowed to select beneficiary for death benefits	-	1
17.	Thought benefits were discontinued too soon	3	1
18.	Refused to pay disability benefit	1	1
19.	Sick benefits should be paid with less than two years' service	1	-
20.	Accused of trying to collect pay for nothing	1	-
21.	Went into debt because not entitled to benefits	1	-
22.	Paid day-rate instead of average earnings	1	-
23.	Refused benefits because employee would not go to Sanitarium when Company asked her to	-	1
24.	Don't pay benefits on a holiday	1	-
25.	Stopped pay before investigating conditions	-	1
26.	Paid only sick benefits for injury inside Plant	1	-
27.	Takes too long to get first week's benefits	1	-
28.	Received no benefits or pay while out with an injury caused inside the Plant	4	-
29.	Had to wait two months for benefits	-	1
30.	Took benefits out of compensation	1	-
31.	Single employees should be eligible to sick benefits the same as married employees	1	-
32.	Disability settlement not properly explained to employee	1	-
33.	Refused to pay benefits because employee consulted outside doctor not approved by Company	-	1
34.	Lost first week's pay because Company doctors diagnosed case as lumbago rather than a strain	1	-

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WELFARE (C) EMPLOYMENT

Interviews Analyzed	10,300	Men - 6800	Women - 3500
Total Comments	262	Men - 123	Women - 139
Total Favorable Comments	142	Men - 44	Women - 98
Total Unfavorable Comments	120	Men - 79	Women - 41

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Gave employee choice of working days, nights or half-days	-		1
2. Treatment received at employment office good	7		33
3. Try to get employees back who have been laid off	3		5
4. Thorough examination at employment office assures getting good men	1		-
5. Hire former employees back at old rate	-		5
6. Had no trouble getting through employment office	-		7
7. Gives reference to former employees	2		5
8. Try to place employees where they are best suited	-		1
9. Accept men recommended by other employees	7		5
10. Good thing to put former employees in old department	-		1
11. Couldn't get transfer from department but employment fixed it up	-		1
12. Rehired after being fired the first time	-		1
13. Extended Leave of Absence	-		1
14. Relatives or friends suggested to employee to come here for jobs	24		32

	<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Former employees turned down when he knew they were hiring	1		3
2. Do not follow rule of giving employee work he is best fitted for	9		-
3. Employee refused because of poor appearance	-		2
4. Takes too long to get through employment office	12		1
5. Should not allow personal matters to effect employment	-		
6. Should give married men a preference	1		
7. Had to come to employment office many times before he got a job	11		1

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<u>Unfavorable Comments (Cont'd)</u>		<u>Men</u>	<u>Women</u>
8.	Employment interviewers won't take a man's word	1	-
9.	Treatment received from employment interviewers poor	7	3
10.	Kept man at office all day and then told him job was filled	1	-
11.	Many men refused at employment office who could be used by foreman	1	-
12.	Won't employ a man unless he says he has experience	1	-
13.	Men with "pull" given a preference	1	-
14.	Told former employee he could have his old job back again and after he had met the hospital requirements, was told there was no job open in old department	2	-
15.	Employment office promised to call employee about another job, but didn't	1	-
16.	Well recommended man turned down at employment office	7	2
17.	Foreigners given preference to Americans	1	-
18.	Must have "good line" to get a job	2	-
19.	Company does not live up to promises made by employment men	4	2
20.	Hires too many foreigners	1	1
21.	Old service employees daughter turned down when they are hiring	1	-
22.	Hiring too many young people	1	-
23.	Does not approve of age limit	4	2
24.	Too many hired through friendship	1	-
25.	Hired for a job and hospital rejected him - after fulfilling hospital requirements was told that the job was not open	1	1
26.	Should not hire Building Trades men	1	-
27.	Men from outside city have better chance at Employment Office than those who live in Chicago	-	1
28.	Won't hire anybody without a four year high school course	1	-
29.	Wouldn't give new employee type of work asked for	-	1
30.	Employment Department don't follow up application	1	-
31.	Turned down by Employment Office until recommended by Supervisor - then hired	-	1
32.	Married women must lie about marital status in order to get a job	-	1
33.	Easy to get job here - so get poor operators	3	-
34.	Would like to have immediate relatives given job here	-	3

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WELFARE (D) SERVICE

Interviews Analyzed	10,300	Men - 6800	Women - 3500
Total Comments	135	Men - 83	Women - 52
Total Favorable Comments	54	Men - 35	Women - 19
Total Unfavorable Comments	81	Men - 48	Women - 33

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Appreciated getting back previous service	20	9	
2. Fine thing to give continued service to man while in the Army	2	-	
3. After ten years' service, will get all service continuous	11	-	
4. Good thing to give Leave of Absence and not lose service	1	2	
5. Laid off but received service upon return	-	3	
6. Received service back after being out sick	1	4	
7. Received previous service with Illinois Bell	-	1	

	<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Employee who is laid off should not lose service when out more than six months	15	8	
2. Would like to get former service back	4	3	
3. Should give continued service when employee returns to work	15	4	
4. Should give service back after sickness	3	4	
5. Thinks he didn't get back pre-war service because of a mistake of the Service Department	1	1	-
6. Lost service because unable to return immediately when called	1	-	
7. Stayed home when relative was badly sick and lost service	1	2	
8. Quit Company to enter Army - lost service	2	-	
9. Service holds a person here	2	-	
10. No vacation with pay because of lost service	-	3	
11. Laid off and called back but lost service	-	8	
12. Didn't receive service back after being out sick	2	1	
13. Employee not told whether he will receive credit for previous service or not	1	-	
14. Supervisor failed to arrange for service credit for employee in maternity case	-	1	
15. Laid off for misbehavior - failed to receive service	1	-	

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WELFARE (E) PUBLICATIONS

Interviews Analyzed	10,300	Men -	6800	Women -	3500
Total Comments	43	Men -	22	Women -	21
Total Favorable Comments	37	Men -	17	Women -	20
Total Unfavorable Comments	6	Men -	5	Women -	1

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Microphone		4	9
2. Western Electric News		8	11
3. Publications		5	-

	<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Microphone should print less Company business and more about employees		1	-
2. Thirteenth Street Plant don't get Company publications		1	-
3. Microphone doesn't publish correct news		1	-
4. Should distribute all at same time		1	-
5. Don't distribute Microphone properly		-	1
6. " " Western Electric News properly		1	-

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WELFARE (F) PENSIONS

Interviews Analyzed	10,300	Men	-	6800	Women	-	3500
Total Comments	82	Men	-	79	Women	-	3
Total Favorable Comments	70	Men	-	68	Women	-	2
Total Unfavorable Comments	12	Men	-	11	Women	-	1

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Likes to work where he will get Pension when old	4	-	
2. Pension Fund a good thing	50	2	
3. Didn't take pension when offered, but thought it nice of Company to offer it	2	-	
4. Enables aged employees to take life easy	7	-	
5. Advantage to employees	1	-	
6. Sure of pension when old	3	-	
7. Pension keeps employee from quitting	1	-	

	<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Thinks pension should depend on service--not age	1	-	
2. Should increase pension	1	1	
3. Pension should be high enough so a man can live on it	4	-	
4. Failure to get raises going to make pension small	1	-	
5. Required employee to work after he asked for pension	1	-	
6. Pension rate should not depend on salary	1	-	
7. Forced to take pension at age of 65	1	-	
8. Would like to have pension before becoming disabled so could enjoy it	1	-	

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WELFARE (G) LOANS

Interviews Analyzed	- 10,300	Men - 6800	Women - 3500
Total Comments	- 26	Men - 17	Women - 9
Total Favorable Comments	- 22	Men - 14	Women - 8
Total Unfavorable Comments	- 4	Men - 3	Women - 1

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Loan appreciated		6	5
2. Company helped employee get a loan		-	2
3. Financial assistant shows interest in employees		2	-
4. Company loaned employee money to pay Doctor bills		4	1
5. Loans a good thing for those in need		2	-

	<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Wouldn't lend money to employee who had A. T. & T.		1	-
2. Have to wait too long for money when you ask for a loan		1	-
3. Wouldn't lend money to pay Doctor bills		-	1
4. Won't lend money to ordinary employees		1	-

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WELFARE (H) CHRISTMAS

Interviews Analyzed	- 10,300	Men - 6800	Women - 3500
Total Comments	- 46	Men - 5	Women - 41
Total Favorable Comments	- 45	Men - 4	Women - 41
Total Unfavorable Comments	- 1	Men - 1	Women - 0

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Fruit sent at Christmas appreciated		2	16
2. Christmas remembrances from Company enjoyed more than anything else		-	3
3. Personal call by department chief appreciated		1	7
4. Christmas basket and toys sent by Company enjoyed		1	2
5. Company present only one employee received		-	1
6. Christmas gift appreciated		-	12

	<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Failed to take Christmas basket to new employee who was at home with injury at Christmas time		1	-

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WELFARE (I) LEGAL SERVICES

Interviews analyzed	- 10,300	Men - 6800	Women - 3500
Total Comments	- 9	Men - 7	Women - 2
Total Favorable Comments	- 9	Men - 7	Women - 2
Total Unfavorable Comments	- 0	Men - 0	Women - 0

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Help in private legal matters appreciated		5	2
2. Nice of Company to furnish legal advice		1	-
3. Legal advice good		1	-

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TYPICAL COMMENTS ON WELFARE

General

Favorable

- A + 1 "The Service Department was fine to us. The young lady who came to call on me certainly was nice, and I sure appreciated her visit.
- A + 2 "I hurt myself several times and the Hospital and Welfare Department treated me very nice. They take better care of you here than any place I ever worked."
- A + 3 "I sure appreciate the service the Company gave me when I was in need, the Service Department was wonderful. I will never forget it, all they have done for me."
- A + 4 "As far as I can see I don't know of any other Company that has the interest of the employees more at heart than the Western. They are always ready to help you even in your personal troubles. Their methods for helping you save, and for your general welfare are fine. I don't see what more they could do for us."
- A + 5 "The Company is doing me a good turn by allowing me to attend day school part time and working part time. Starting the first of September, I will work mornings and go to school in the afternoon. This will allow me to complete my education and at the same time I can earn a few dollars. I will complete high school in about a year and one-half and if everything goes well I will attend college."
- A + 6 "I think the Company's apprenticeship courses are fine. I hope to get on one of them."
- A + 7 "I was called over to the Welfare Department and they asked me if I had a job doing lighter work, and I told them that I was doing the same thing. They told me to tell my boss to give me a lighter job right away."
- A + 8 "I have received very good advice from the Welfare when they referred me to a very good hospital for examination when the Company doctor thought I had a touch of ----. After examination at the hospital the Company doctor accepted me as fit and able."

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General

Favorable (Cont'd)

- A + 9 "Another thing I like here is if you get sick you are taken care of by the Welfare and that means a lot to me although I have never been sick once in the years I am here."
- A + 10 "The Welfare Department is very good. Employees can go there for advice."
- A + 11 "I have always been treated very well by the Company. Why, even when I was in the Army the Company did not forget me. When I was over on the other side they sent me magazines and packages of different things. They even sent me a razor, and I thought it certainly nice of the Company to think of me while I was over there, and send those things all the way to France just for the boys. I will never forget a thing like that."
- A + 12 "I will say this about the Western Electric. I think they have the best compensation system of any big Company."
- A + 13 "The conditions around here have changed in the last few years. Before one man had to handle apparatus over here that weighed about three hundred pounds himself. When I asked the Gang Boss for help he told me that it was my job to do it and if I did not want to do it I knew what I could do so I had to do the job. Some other fellow reported it to the Welfare. They investigated and found out it was a job for two men. Before that they had a big husky man on the job, but he is home now sick and they keep two men on this job all the time."
- A + 14 "I am very much interested in the houses the Company is selling to employees and I think next year I will tackle one. On my salary I cannot afford to pay any more than six thousand dollars for a home."
- A + 15 "I was in terrible circumstances and just about to lose my home when I came here to work. My husband had taken the little money we had saved went into business and failed, so we lost everything we had and the home was about to be taken away from us because we could not meet the payments. After working here for two weeks I saw in the Microphone 'houses for sale' and I found out that there was a real estate man here at the Western so I picked up courage enough to go to him and ask for advice.
"There isn't a person in the world that could have done what that man did for me, and if I had been here long enough I would have got a loan from the Company, but I was

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General

Favorable (Cont'd)

only here two weeks and my husband two days, and they did plenty for us. All I was looking for was a little advice but they took a load off my shoulders. Why wouldn't I like this place? I went everywhere to get help and couldn't get it. I even went to the United Charities, but no one seemed to be able to help me, and to think that a place where I was a total stranger to, helped me out."

Unfavorable

- A - 1 "After I worked here a month I was called in for a physical examination. The doctor decided I needed an operation. I told my mother and we went to our own doctor. He said I was O.K. and gave me a certificate to that effect. The Welfare Department, at that time, would not accept his O.K. and agreed with the doctor that I would have to have an operation before they would let me work. Rather than submit to be cut up, I quit."
- A - 2 "When my father died the man who came from the Welfare Department told me that if there was anything I wanted to come and see him. At that time we had seven children who were too young to work, and my mother was up against it financially. I went to the Welfare Department to see this man about getting me a transfer to a department where I could earn more money. He said he did not remember telling me that, and he was very sorry because there was nothing he could do for me."
- A - 3 "I never liked this place, but my father made me stay. I wish I could have talked to you a couple of years ago. I had so much trouble at home and I was ashamed to tell my boss about it. I never knew there was such a thing here as the Welfare Department. If I had known that I would have been spared a lot of worry and time."
- A - 4 "The Welfare Department is a good place to stay away from. I had some business there some time ago and don't you know, the bosses have had it in for me ever since that time."
- A - 5 "I ruptured myself some time ago, while lifting. The Company took care of me for a while, but now I find I must undergo an operation. I thought the Company would take care of this, but I find that they will not."

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General

Unfavorable (Cont'd)

- A - 6 "I am waiting every day to be called for my service certificate, but it is over a month now. I suppose the General Foreman is too busy. When I got my two-year certificate I got it right away on the very same day."
- A - 7 "The Welfare Department has not always treated me fair. They would not believe me one time when the doctor at the hospital sent me home from work. They also ordered me back to work before the doctor said that I was well."
- A - 8 "I just got back from a seven weeks' layoff because of my back. I went to my own doctor and said I hurt my back, but at the hospital they said it was due to my teeth. Well, I had the teeth yanked out, but I still had trouble with my back. When they sent me from the hospital over to the Employees' Service Division a fellow there said, 'How can you get hurt on your regular job? Why weren't you hurt before? I didn't think he talked to me right, but I didn't want to start any trouble.'"
- A - 9 "I don't know whether we are insured in here or not, but I think we should be."
- A - 10 "I haven't had much experience with them, but I could mention three or four fellows who went to the Welfare Department about different matters and didn't do a bit of good. It seems that in lots of cases, they don't get satisfaction at all and the Welfare cooperates with the Department Chief and the man is out of luck. Later on these fellows who had that experience with the Welfare got to see the superintendent and they did get satisfaction."

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Benefits

Favorable

- B + 1 "The sick benefits are a great help to an employee when he is off sick. I was off twice and received benefits both times."
- B + 2 "The Benefit Plan is very good. I know it helped me when I was in need. I received my check each week. I never had one moment's trouble about it and that meant a lot to me."
- B + 3 "The sick benefits come in mighty handy when you are laid up. I broke my arm last winter and was out five weeks. The benefits paid my doctor bill and kept me going until I got back to work."
- B + 4 "I also like the sick benefits because at one time I had an accident and was home for more than two months and the Company paid me in full for all my time off. Other places I have worked in did not have any sick benefits for their employees."
- B + 5 "I think the sick benefits are very good because if ever there is a time a man needs money and help it is when he is sick."
- B + 6 "In other places you have to pay so much a week for your sick benefits, and if you are sick you only receive a few dollars a week. Here if you are sick you get your full pay after the first week, and I think that is very good."
- B + 7 "The sick benefits are a good thing for employees because they do not have to worry about what will happen to their families in case they get sick."
- B + 8 "Four years ago I was hurt while at work and had to be operated on. The Company paid all the expenses and paid me my average earnings during the time I was off."
- B + 9 "I was home sick for two weeks and they paid me. I don't know what I would have done without pay for I have ---- children. The Western Electric is a good Company."
- B + 10 "Another good thing we have is the death benefit. That is one thing your dependents are sure to get if you die. During my time I have joined four lodges that pay death benefits and everyone of them went broke so I was out all the money I paid in."

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Benefits

Favorable (Cont'd)

- B : 11 "Maybe you think I was not surprised when I asked for a leave of absence and got four weeks' pay besides. This firm is sure generous. They gave me all that, and now that I am back again I feel like I owe them that much more output. I just try to work real hard and make all I can."
- B : 12 "I can't forget the treatment my sister received from the Western Electric Company when she was off sick. She was a very healthy girl and quite an athlete, and all of a sudden she was stricken with tuberculosis. She had not been here long enough to receive sick benefits, but the Company sent her to a sanitarium in Naperville and paid all her expenses. The girls at the Welfare Department were very nice to her. They went out to see her about once a week. When she died, the Company sent a representative to my home and he was willing to help with all the funeral arrangements."
- B : 13 "The sick benefit is very good especially for a married man. In fact I think the Company treats the working people better than any other factory in the country."
- B : 14 "I think the Company's sick benefit plan is a wonderful thing. I have as yet never been sick, but nevertheless, when I need it I hope it is still there. I really don't have to worry about when I get sick because I know I will be taken care of."
- B : 15 "I was injured in an athletic game last year and was not able to work for six weeks. After the first week the Company paid me full time. This certainly came in handy at that time."
- B : 16 "I am very grateful to the Company for my benefits. When they ran out they kept helping me until I was able to get back to work. Very few concerns are doing this for their employees, in fact, I have never heard tell of one."
- B : 17 "I think the Company certainly helps the employees in many ways. The sick benefit is certainly very nice. Many girls got a breakdown and could not afford to take care of themselves if it wasn't for the sick benefit they receive from the Company."
- B : 18 "When I was only with this Company about a year and a half and took sick. I wasn't here long enough to get sick benefits but they took so much interest in me and came to see me when I was in the hospital just as if I was an old employee. I know if I was in need they would have helped me. That made me appreciate being with this concern."

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Benefits

Favorable (Cont'd)

- B + 19 "Now that we get vacations and they pay us when we are sick I would think a couple of times before I would quit."
- B + 20 "The hospital is wonderful in both First Aid and disability. When I was sick they told me what to do. They gave me medicine and sent me home and told me to see my own doctor, which I did. After I returned to work they called for me to see if I was able to keep on working. I thought this was nice of them. I received my pay regularly after I was home two weeks and thought that was good of them."
- B + 21 "I like to work here at this Company. I was home sick for about six weeks and the nurse came to see me at the hospital and at home and every week I got my check and it was more than I got when I worked here some weeks."
- B + 22 "They put me here when I came back to the Company after being out two and one-half years on account of sickness. I was in the other department for several years. I finally had a breakdown from the work. It was heavy and the gas fumes laid me up. I received fine treatment by the Company. My doctor bills were paid and they paid me while I was gone."
- B + 23 "Some time ago I was ruptured, and the Company took very good care of me. They paid all the doctor bills and expense of the operation. My family and I sure were grateful, and I will never forget it."
- B + 24 "The time the "Eastland" went down they paid the funeral expenses of my family. They gave me a leave of absence to go over to New York to see my mother after the accident. They came around and wanted to know if I needed money. When I went into the Army my position was open when I came back. During the Mexican trouble the Company gave us our entire salary. I thought it was very nice of them to do that."
- B + 25 "This is a fine Company to work for. I was hurt on the outside some time ago and received my pay while I was off."
- B + 26 "About four years ago I was sick and after being home for quite a while I came back to work and I was only here about two weeks and I got sick again. Then the Company offered me some money and a pension but the Welfare told me to go back to work that they would give me another chance and I have been going along ever since."

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Benefits

Favorable (Cont'd)

- B : 27 "The Welfare Department is certainly good to some people, but they don't appreciate it. I know one girl here who got all kinds of money through the Company's Sick Benefit Plan, but she didn't deserve it."
- B : 28 "One reason I like to work for the Company is, in case I am sick, I can always depend on sick benefits."
- B : 29 "Last year I got sick and had to be operated on. One of the Company doctors performed this operation and it didn't cost me a cent. That was sure a big help to me. All I had to pay was the hospital bill. The sick benefit I received from the Company paid that. I certainly appreciate all they have done for me."
- B : 31 "I have worked for this Company only a short time when I had a serious accident. The Company paid my doctor and hospital bills and they paid me for the accident."
- B : 32 "A lot of young girls here don't realize the advantages they have here. For instance, the sick benefit, that's a wonderful thing, especially the young girl who has nothing and happens to have some hard luck and get sick, and having two years' service here, she has lots less to bother about.
"The Company worries a whole lot about us and helps us out of a lot of trouble. I have always thought of all that and realized it paid me to stick here so long."
- B : 33 "The Company doctors expect a man to go to work before he is well. When I was off the first time the doctor insisted that I go back to work a certain day. I told him I was not fit for work, but he said I had to go back anyway. I returned, and a short time later I was laid up again. When I came in for an examination, the doctor said I was O.K. and had to report on a certain day. I took two extra weeks and the doctor did not like it. The Welfare Department must have thought I was right because they paid me benefits for the two weeks I was off. I think the doctor made a mistake when he sent me back to this job. I was only here two months when they discovered I had another hernia."

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Benefits

Favorable (Cont'd)

B + 34 "I sure did appreciate the money I got from the Western Electric. When I got my baby I did not know I would get four weeks' pay until the nurse told me about it and when it was time for me to come back when my leave of absence had expired, I came in, but I told Miss---- at the Employment Office that I did not feel very strong and she was so nice to me. They extended my leave of absence and told me not to worry. That short time I was home after my leave of absence was extended helped me so much. I felt so much stronger and better able to come to work."

Unfavorable

B - 1 "I was burned in one of the departments and was off fourteen months. I lost my property because I only received half pay for part of the time and the last part I didn't receive anything. I don't think it is right for a fellow who is hurt on the job to lose his property."

B - 2 "I ruptured myself a year ago. I was under the care of the hospital at the time. On my next visit to the hospital I told the doctor that I had hurt myself. He sent me to the Welfare man. I was honest and told him that it happened the day before and that I had not reported. He said that it was not a Company case and told me to go back to my department and he would talk to my boss. I don't see why delaying one day in reporting an accident of this kind should release the Company from responsibility. He would not explain this to me."

B - 3 "I have been criticised severely for an infection caused by a scratch that was so small that I did not know of it until it became infected. I believe in taking all scratches to the hospital, but the bawling out I got from my supervisor and the Welfare Department was too severe."

B - 4 "I think there are some doctors at the Company hospital that could use a little more consideration for the help. I had a break-down in health and was home a couple of weeks. A nurse came to see me and told me to report at the hospital the next day. Well, I think I did. The doctor examined me and said I was all right to come back to work, but I knew I wasn't able to work, for I was really all in. My own doctor told me I shouldn't go back to work for at least three months. But the doctor at the hospital seemed to think if a person hasn't got a temperature, they are not sick. I

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Benefits

Unfavorable (Cont'd)

think there are many people that are down and out and very sick that haven't got a temperature. When I told the Company doctor that I couldn't possibly come back to work that I wouldn't be doing justice to the Company for I wasn't able to do the work, he told me I would have to take a leave of absence at my own expense. And I did. Now, I didn't think that was treating an old employee very fair."

- B - 5 "The Welfare Department takes too long to investigate sick cases. Sometimes it is two or three weeks before you receive your first week's sick benefits. After that, they seem to come regularly."
- B - 6 "I played on one of the Company's athletic teams and broke a small bone in my foot. The Company did not compensate me for the time I was disabled. I feel that inasmuch as we were representing the Company in that game I should have received the same consideration as I would had this accident happened at work."
- B - 7 "When I was sick I felt that I did not get a square deal from the Company doctor. He said I was well and could come back to work. I tried to work again and was out three more weeks and didn't get any sick benefit."
- B - 8 "My sister worked for this Company for eight years, and then they let her out. She was off sick and when she was well, they told her they did not have an opening. She came back several times and received the same story. This kept up for a while, and she became disgusted and landed another job with another company. She knew that it was not lack of work that kept her out of this place, but that they were afraid she was not in the best of health, and that they would have to pay her some more sick benefits."
- B - 9 "I was off sick for two weeks, but did not receive any sick benefits. I spoke to my Department Chief and said I was sick, but the Company nurse never came to see me. When I did not receive my sick benefits, I spoke to my Section Chief about it. He told me that he had spoken to the head clerk several times about it, and was informed that it was too late to do anything. I think the clerk neglected to mark me sick, and now they are trying to cover up their mistake."

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Benefits

Unfavorable (Cont'd)

- B - 10 "I strained my back while lifting some heavy material. I was sent to the hospital. Then I was sent to the Welfare Department. There they said I had no business lifting anything so heavy and that this was no accident. They told me I would be put on light work for a while but I would only get paid my day work and not my average earnings while on light duty. I kicked about this to our Foreman and he sent me back to the Welfare Department. They then told me I might have strained my back on the outside, but that they would give me the benefit of the doubt and would pay me my average earnings until I could get back on my regular job."
- B - 11 "I haven't received any of my sick money or my vacation money either. They told me I got it, but I didn't so I don't know what they are going to do."
- B - 12 "I think employees who are off sick should be paid for lost time from the day they are taken ill."
- B - 13 "There was only one thing I disliked about the sick benefit plan and that was I had to go to the Pay roll for my benefit money when I came back."
- B - 14 "When I started to work for the Western Electric Company over at the employment office they wrote down my pedigree, and after several years had elapsed they called me over to the Service Department to inform me that my dependents were of age and I was no longer entitled to a Death Benefit Claim. Now this Death Benefit Claim would never have cost me a thought and would have been the last thing in the world that I thought to inquire about. I told the gentleman who gave me that statement that I could not understand why the Company took this attitude toward people who did not happen to be married. Married women who work here have their husbands as beneficiaries. Now if their husbands were unable to work or were sick in any way this would be well and good, but a man who is working every day has no more right to that Death Benefit Claim than our sisters and brothers whether we are a man or a woman. If they give it to one they should give it to all."
- B - 15 "During my first illness the Company paid me full average earnings each week until I returned to work. When I returned to work I was put on light work and the Company continued to pay me my average earnings. The second time the Company sent me a check for my full average earnings

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Benefits

Unfavorable (Cont'd)

for six weeks and then the checks stopped coming. I went to the Welfare Department to inquire about this and they told me I had been paid full pay when I was only entitled to half pay and they would have to hold up my pay until the amount I was overpaid had been paid back to the Company. I was home about three weeks longer and then went back to work and was told my average pay would be paid to me, but the Company is still taking out the difference between my average pay and my day work rate to pay back what they claim I was overpaid. I only get twenty-two dollars each week now. I am a married man with two children and this is not very much money to support a family with. Two weeks ago I asked the doctor if I could go back on piece work so I could earn a little more money but he would not let me."

B - 16 "The death benefit that is allowed by the Western after two years service has to go to my husband and I want my daughter of a former marriage to have it. I tried to have it arranged that way but couldn't. She needs it more than he does. She is not well and it would be hard for her if she had to make her own living. He is big and strong and he can always make his own living."

B - 17 "I was at home with a rupture for six months and I only received two weeks pay. With the length of service I have with the Company I should get four weeks full pay and thirteen weeks half pay. I have been here several years."

B - 18 "I hurt myself with copper wire at one time and at the time I did it I did not realize that the following morning I would be in such pain. I went to the hospital and they wouldn't do a thing for me only wash it out and send me to some man at the Welfare Department just because I didn't go right the same day it happened. On our work you can stick yourself and at the time you do it you will not know it. The men at the Welfare sent me to my own doctor, but I couldn't see why they wouldn't take care of it for me and I told him so. It was caused from my work and they should take care of it. I thought that was the reason the hospital was here but he told me if they had to take care of all the little scratches and cuts that all the people got at the Western they would have to have a hospital as big as Hawthorne."

B - 19 "There is another thing I would like to ask you. I haven't had two years' service yet but I was home sick for one month. Does the Company allow any sick benefits for men with less than two years' service?"

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Benefits

Unfavorable (Cont'd)

- B - 20 "Some time ago when I was going home from work at five o'clock I slipped on the stairs and sprained my ankle. I did not go to the hospital, but reported it to the boss the following day. He was peeved because I did not go there before I went home. The following day I came into the hospital and the Company doctor examined me. He sent me to the Welfare Department and on the blank he filled out he stated that there was no discoloration. When I got there they accused me of trying to get a day's pay for nothing. I told them that the doctor had made a mistake and I could show them that my ankle was all black and blue. As far as the pay was concerned, that did not worry me. I did not receive pay for the day I lost."
- B - 21 "I was sick quite a while, but was not entitled to a sick benefit so that put me in debt and my mother was hit with an automobile and that put me into more debt as I am her only support."
- B - 22 "I was hurt one time and I was off fourteen days. I was only paid my day rate for the time I was off. I know they pay some of the men their average earnings and I don't think it was fair that I only got my day rate."
- B - 23 "Some time ago, I was sick and I stayed home quite a long time and the Company wanted me to go to a sanitarium, and just because I refused, they would not pay me my sick benefit. In this time I always went to the hospital here to be examined, so one day I went to my own doctor and he said I was all right, so I stayed home just a little longer and then tried to get my job back again which I did, but when they took me back again they didn't give me my service back which was about eight years."
- B - 25 "I can kick about the hospital because they did not treat me very nice. When I was home sick and not able to get up fast enough to open the door for the nurse, she insinuated that I wouldn't let her in. And when I came down here to the hospital to be examined, the doctor made fun of me because I got very nervous on account of the embarrassment of exposing myself to him. And not only that, they expected me to come down here to work when I was very sick, and even my own doctor said I was not able to work. They are pretty hasty too, in stopping the pay before they even try to investigate conditions."

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Benefits

Unfavorable (Cont'd)

- B - 26 "I have been working for the Company since I was eighteen years old operating a machine most of the time. Several years ago I ruptured myself by heavy lifting. I was operated on by the Company doctor, but I had to be operated on again in the same place this year. This time my own doctor operated. My bills amounted to three hundred dollars. The Company only paid my sick benefit. They put me on light work and I have no idea when I will get back on machine work, I am losing quite a bit of money. When I used to be on the machine, I averaged around forty dollars per week but now I only make thirty dollars. I don't know when they will give me my own job back. Once in a while I have pains in my side. It is real sore at times. I couldn't do heavy work yet, I know as I still wear a support around my left side."
- B - 28 "Some time ago I scratched my finger just before the whistle blew at noon on Saturday. I went home and by Monday my finger was swelled up from the infection. The doctor here at the hospital told me it was caused by wild hair, but I knew different, it was caused by the oil that we get off the material that we work on. He told me to go home and see my own doctor, which I did. My doctor bill was over seventeen dollars. Besides I lost a day which the Company did not pay me for. I do not think that was fair."
- B - 29 "In the winter time here, they have too much draft. That's how I got a cold from having the windows open on both sides. When I was home sick I had to wait two months before I could get my money."
- B - 30 "At the time I injured my hand, the Company paid me for the time that I was off. About three months later, I was called up and paid my compensation for my injury, and then they told me that they would have to dock me for the benefits I had received while I was off. They docked me for the full length of time, and it amounted to quite a bit, so I did not received any pay at all for the time I was laid up. They took it back again out of my compensation money, and I did not think it was a fair thing for the Company to do."
- B - 31 "There is one thing I was thinking of and that is why we single fellows aren't eligible to sick benefits the same as the married fellows. I understand they have to be contributing at least twenty per cent of their earnings to relatives in order to be eligible to sick benefits. When I was here two years I went up to the clerk for my certificate. He asked me if I was married and I told him no. 'Well,' he said, 'You will get the benefit later when you get married.' Maybe I am wrong about that, but

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Benefits

Unfavorable (Cont'd)

I got the impression that you have to be supporting somebody in order to get benefit when you are sick."

B - 32 "When I was in ---- department, I was ruptured. I was making little money. I was operated on here at Western Electric. They called me to the office and asked me to sign some papers. Then, about a month ago, they called me into the big boss' office over here and asked me to sign more papers. I don't know what I signed. Can you tell me? I was home four weeks. They paid me half pay while I was off. Then, when I signed those papers, I saw up at the top, the amount, \$298. I thought I was to receive that sum."

B - 33 "I feel that I have not been treated right by the Company's doctor. I was out several months, and I had one doctor right after another. Not one of them helped me, so finally at the end of that time I was so discouraged because I was doing just exactly what they told me to do, but with no results. I happened to hear about a certain doctor through a friend of mine, so I thought I would try him too. He really is supposed to have done this party a great deal of good. He feels that he has been cured. I thought of course it would be just the same with the Company doctor as to what doctor I had and what doctor I did not have, but it was different. I had only taken this new doctor's treatment a week when I felt a great deal better, and I was getting stronger. When the Company doctor found out who was treating me, well, he came right out and asked me what doctor I was doctoring with now. I told him Dr. ----. He said I would have to change doctors or they would not be able to pay me my benefits any more. I told him that I was going to a doctor that had given me relief and was doing me a great deal of good. He said it made no difference, that the Company did not recognize him as a doctor. He said, 'Do you realize that you might have turned into T.B. with the treatments that this man gave you?' It makes no difference, I felt better, and I am satisfied that he has helped. I was told that I either had to give up this doctor or my benefits would be discontinued. Of course, I needed the benefits also, but I felt that inasmuch as the doctor had helped just with the one week's treatments, I was not going to give him up. So I lost my two week's benefits. I should think the Company would be interested not only in the doctors here at the Company, but the outside doctors. They were helping the employees so they are able to come to work instead of having them on the benefit roll, such as I had been if I had not got help from this new doctor. I can do my work now without pain, and I am stronger. I am still under this doctor's care. I take the treatment twice a week, and I expect to do so until I am perfectly well. I feel I am saving money now since I have had this new doctor."

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Benefits

Unfavorable (Cont'd)

B - 34

"We have always been instructed that in case of injury we were to go to the hospital immediately. One day I strained my back while lifting some material. I went to the hospital and they told me I had lumbago and sent me home. I was home for four weeks, but was not paid for the first week. My own doctor told me that my back was strained and also wrote to the Company telling them so. That was the only time that I felt I did not get a square deal from the Company."

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Employment

Favorable

C + 1

"The lady of the Service Division was very nice to me too. When I came here for employment, she gave me my choice of days, nights or half days. I didn't forget these things because if it wasn't for the Western, I would never have a home or a roof over my head now."

C + 2

"When I was hired here the Employment agent told me that he had only one opening at that time to offer me; so I told him that I would take it until something better showed up. I believe he did the best he could for me at the time; anyway, he was very polite about it."

C + 3

"I worked in one department for about two years and they got slack and I was laid off. I was only out a month when I was rehired. I got a letter from the employment office telling me to come back. When I was rehired they put me over in this department and I worked here ever since."

C + 4

"I thought that at the time I was hired that there was too much red tape. It was rather tedious and took quite a long time before I went through the employment office and hospital, but then I realized that it was a very good thing because then the Company could be very sure of what kind of men they were getting."

C + 5

"I worked here before and was laid off and when I came back they gave me the same rate I was getting at the time I left."

C + 6

"I worked in an office and left because I was not making much money and wanted to make more. A girl friend that works here told me to come here and get a job. I had no trouble getting through the employment. I was taken the first day I came here. I had to get my teeth fixed but I was glad to do that to get the job. I have nothing against this place. I have no trouble with anyone."

C + 7

"One thing that makes me like this Company is the way they treated my brother. He worked here for about two years and was laid off due to lack of work. About six months later he wrote for another position and they sure sent him a very nice letter telling him to return to work immediately. Most of the companies will not hire back their old employees because they can get new men at a lower rate."

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Employment

Favorable (Cont'd)

- C + 8 "That was one nice thing about Miss ---- in the Employment Office. She tried to place the girls where they would be best suited. I think she realized that when we married women came out to work. It wasn't a matter of choice, and she was so kind to us and tried her best to place us where we could make the most money."
- C + 9 "I have recommended a good many men to work for the Company. I got a letter from the man at the employment office thanking me for sending so many good men to him."
- C + 10 "I have worked here four times and the last time I came back Miss Blank of the Employment Division tried to put me on days. She also placed me in the department I am in now because I had the most experience in this and I think that is a good system because you don't feel like a new girl. One feels more at home."
- C + 11 "I started here about a year ago and worked in the restaurant. My hours were short. I was not satisfied with my pay and asked to be transferred. When I asked for the transfer Mr. Blank said he would see what he could do about it. I waited and asked again. I waited again for a whole month and nothing was done about it. I then went to the Employment Office and told the girls that were hiring help and they fixed me up in about two weeks."
- C + 12 "I would have been here more than five years if it wasn't for a boss I had. He had me fired at one time and I didn't even know I was fired. Later I came back for a job, and Miss Blank at the Employment Office looked up my record and said, 'You were dismissed, weren't you?' I told her I didn't know it if I was and that if I had known it I never would have come back for a job. After I told her the whole story she said she would give me another chance."
- C + 13 "The Company was nice to me when I was out sick. After my leave of absence expired, I was not able to report for work, but Miss Blank in the Employment Office fixed it up for me."
- C + 14 "My father and brother work here so my father thought that this is such a nice place to work he wanted me to work here too."

Unfavorable

- C - 1 "I did not like the way I was handled after working here quite a while. One of the other departments was sent to Kearny and in order to make room for the long service girls some of us younger girls in our department were laid off. I was out of work for a long time. My home is not in the City. When they started to hire again I came into the Employment Department many times before they would put me to work and I knew they were sending for their old help because my girl friend started back long before I did."

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Employment

Unfavorable (Cont'd)

- C - 2 "The Employment Office didn't give me the job I wanted when I was hired out here. I asked for a job as electrician because I had had experience on this work. They told me that they had nothing open but my present job. As I needed work very badly I took it."
- C - 3 "I don't see why in the world this Company doesn't give my sister employment. I got two letters from my boss and when she gave them to the women at the Employment Office they told her there was no opening and on the same day they started new help right in my department. My sister doesn't make a wonderful appearance. She is stout and I think that is why they don't want her here. They are afraid she is lazy, but she isn't; and she can work if they would only give her a chance. I don't think they should hold a thing like that against a person. There are lots worse looking people working here than she."
- C - 4 "It took me two days to get through the Employment Department. I realize that this is a large concern and that they hire a great many people, but I think that they should be able to give the applicants a little better service."
- C - 5 "I would have had five years' service here if it weren't for a girl in the Personnel Department. I am going to tell you just what the trouble was. I was keeping company with her brother and she did not like that at all and she tried to get between us plenty of times. When I was sent to her to be placed that was her chance to get back at me and the first word out of her mouth was, 'I can't do a thing for you.' When I saw her there I didn't expect a job, but there were others being placed and still she had nothing for me. That is one thing I don't like. When it comes to work, little personal affairs should be left out. I know I didn't get justice that time and I know why."
- C - 6 "I think the Company should give a married man preference when it comes to getting a job. I believe they would work harder and be more conscientious than some of the school kids we have in here now."
- C - 7 "I know I had quite a hard time to get back here the last time. I had to make about four different trips to the Employment Office, and finally my brother interceded for me and got me in."

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Employment

Unfavorable (Cont'd)

- C - 8 "There is one thing about the Western Electric system I believe they could improve on, and that is when they hire an employee. Some of their interviewers do not take a man's word or do not have any confidence in what they tell him. If you tell them you only have two years' experience on a certain machine you don't get the job, but if you tell them you have five or six years' experience you get the job. I should think it would be a better policy to take a man's word if he says he can do the job for he should know and they should give him a fair chance."
- C - 9 "There was one interviewer over in the Employment Office that seemed to be very unreasonable. He had no patience at all. He turned me over to another fellow and we got along fine. There was as much difference as day and night between the two men. Maybe you are not interested in cases of this kind, but I just thought I would let you know the impression they left with me."
- C - 10 "I worked here once before and I took a leave of absence and I could not get back in time so I wrote and told the Company that I could not, but they never wrote and told me that I could or could not have an extension of time. When I came back, my job was not open as it had gone to Kearny and the Assistant Foreman gave me an argument and said the reason my job was not held for me was that they thought I would have to serve in the army. When I went to the Personnel Department, the man there told me that no matter when I came back I would get my six years' service back. I tried to get back several times, but I could not. One time I was over at the Employment Office and they kept me there until one-thirty in the afternoon and then they told me the job had been filled."
- C - 11 "I worked for the Company about two years and then quit. A man from an outside plant persuaded me and told me that I could make more money with him than I could with the Western but I found out that I couldn't. When I left him I came back to the Western, but the man at the employment office would not give me a job. When I came out of the employment office I walked towards the hospital as though I had been hired so as to fool the policeman. I went up to see my old Foreman then and asked him if there was anything he could do to get me a job. He called up the man at the employment office, and gave me a letter. I went over there and they hired me. I guess a lot of men are turned away when the Foreman could use them."

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Employment

Unfavorable (Cont'd)

- C - 12 "I had to tell a lie at the Employment Office to get a job with the Company. I came here twice and told the man that I didn't have a trade but was very anxious to work and that I would do any kind of a job. He told me that he didn't have anything for me and I would have to come back again. I had been out of a job four months and I was so broke that my family were going hungry. I met a fellow who had just gotten a job here and he told me to tell the man that I had a trade and if I talked to him right I would get a job. I told the man that I could run a machine then and he gave me a job."
- C - 13 "I don't think the Employment Office is fair in hiring men. When I went there I told the man I had four years experience on this work. He asked me if I could set up any machine. I wanted to be honest and I told him that I hadn't worked on these machines for three years and I didn't know whether I would be able to set up a job right away. He told me that they could not use me because they wanted A-1 men in this department. I went home and a friend of mine got me a letter from someone that has a pretty good job here. When I brought that over to the Employment Office he looked at the letter and said, 'O.K. you are a machine operator.' I told him 'yes' and he said that we need all the good men we can get on that job. Then he asked me if the man that wrote this letter was a good friend of mine. I told him 'yes' but I really didn't know the man at all. When I came up to the department the Assistant Foreman looked at the letter I had and didn't ask me whether I could run a machine or not, but he put me to work. He also asked me if the man that recommended me was a friend of mine."
- C - 14 "After being out those six months I was called back and was told that I would get my old job back and I went to the hospital and they told me that if I got my glasses changed that I could go to work. Well, after getting my glasses changed I came back and the hospital passed me and when I went to the Employment Office they told me that there was no job open in my old department. They thought that by doing this I would get disgusted; then they offered me a job where I am now at a lower rate of pay."
- C - 15 "The man in the Employment Office told me there wasn't any openings at the time I was employed, but as soon as there was he would call me. I am still living in hopes of hearing from him."

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Employment

Unfavorable (Cont'd)

- C - 16 "I tried to get my brother a job here, but they would not give him one. I don't know what the matter was that they would not give him one, as my father has been here for over twenty years, and my boss gave me a letter of introduction for him."
- C - 17 "What I can't understand is why the Employment Department turns down bright looking Americans for foreigners who can hardly speak English. I came here four times before I was finally hired. Three times that I was here before, they always hired some foreigner that either could not or could just barely speak English, while I was turned down."
- C - 18 "I don't like the way the Employment Division sends men to our department. If a man has a good line and is not afraid of telling a lie he can get a job in our department no matter how much he really knows about the work. There were two boys in my neighborhood that wanted to get a job here that had no experience on this work. They came over and wanted me to help them get a job. I got a card from the foreman and explained that these fellows were good smart boys and they could learn this job in a hurry but had no experience. I told the boys to tell the man at the Employment the truth and that they would get a job all right. They were turned away and didn't get a chance. I tried to get another fellow a job because his father had his hands off and the family needed the money badly. I told him not to lie about his age. He told the man at the employment about his father and told him why he wanted to go to work, but the man would not hire him because he told the truth about his age."
- C - 19 "The only thing I don't like about the job is the pay. No married man can live on the pay I am making. When I was hired the man at the Employment Department told me I would get a raise every six months, but I only got a raise once a year and then only one cent at a time. I don't want to leave anyone a fortune when I die, I only want to live."
- C - 20 "I can't understand why the Company hires girls who can't talk English. Why don't they make them go to school and learn to talk our language. Our Section Chief has a terrible time trying to make some of the girls understand him. I understand they have English classes here. Why don't they make them attend these classes either here or in the public schools. It would not cost them anything just a little of their time."

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Employment

Unfavorable (Cont'd)

- C - 21 "I tried to get my daughter in here, but they always told me there wasn't any openings. They have hired operators right along so I can't see why they didn't place her. I have been here a long time and I only average about \$32.00 a week. It is a continual struggle to support a family on this. It makes a fellow disgusted at times. I think the Company should be willing to help a long service employee by giving his daughter a job. An employee wastes the best years of his life here and gets nothing for it."
- C - 22 "The only trouble I find is that they are hiring too many young kids, who, I suppose, tell the Department Head at the time of hiring that they are Mechanics, but when they are put to work on the bench they don't know what the different tools are used for; and worst of all, some of these fellows get as much and even more than we do, and we are supposed to break them in and show them our way of doing the work. I get only .62 cents an hour and at times I find that I can hardly support myself, on it after I have made my various payments, such as board, etc. I have had several promises of raises but never work in any certain department long enough for them to put me down for one."
- C - 23 "I do not approve of the age limit that the Company sets in here. There are many jobs that older men could do. Many times experienced men would be valuable to the Company, and they are turned away because they are too old. I wonder what the Company thinks a man over the age limit is going to do for a living."
- C - 24 "I think the hiring of men should all be done through the employment office as I think there are too many men that get into the Plant through friendship. In many cases there are good men kept away from jobs that they are best fitted for and the poor man is holding a good man's job. When there is a good job open someone always tried to get a friend of his on that job and still he is not fit for that particular job while the man that is skilled and fit for the job is probably doing a lower grade of work or walking the streets because he has no friends to give him the opportunity. It is all right for a man to be recommended for a job by a friend but he should go through the employment office and be interviewed and show that he is able to meet the requirements for that particular job and if he cannot do that he should be kept out regardless of relationship or friendship."

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Employment

Unfavorable (Cont'd)

- C - 25 "The Employment Office did not treat my brother very nice. He applied for a job and they hired him as a messenger boy. The hospital rejected him and said he could not pass the physical examination because his tonsils were diseased. The Employment Man promised to save the job for him if he had his tonsils removed. My mother went to the expense of sending him to the hospital and when he went back to the Employment Department they told him they did not have an opening. Since that time they had him come in a half dozen times, but they always stalled him off by telling him to come back a week later. He was out here yesterday and when they turned him down he asked me to see what I could do for him. I think I will speak to my Department Chief and see if he can help me."
- C - 26 "We have had men in here that work at the building trades and they are no good at all. I told the Assistant Foreman that the ones I had were no good, that I would rather have a common laborer you can get more work out of them than you can the tradesman. I have a fellow that was working outside and he told me that he was making more money and doing less work before he came here, and now he has to do once again as much work and he gets half the amount of pay that he got on his other job. We have tried him on every job in the place and he is no good at all and he told me that he had done this kind of work before and when I tried him out he did not know where to begin. That is where our percentage goes to. I told these fellows that as long as they belonged to the building trades why didn't they stay there and not come in here and lay down on the job and take our money away from us. There was one of them that used to holler the loudest because the percentage was low and I told him if he would work faster that it would not be so low and he said, 'all right, I am going to quit tomorrow!' and I told him the sooner the better, because these kind of men leave in the warm weather."
- C - 27 "One thing that I have noticed is that a man from the country or from a different city or state has more chances to get a job here than a man born in Chicago. It was proved to me several times. I know of cases where men from the farms got hired the first time they came around. I had to make several trips to the Employment Department before I was hired, but I had my mind made up to work for the Western Electric no matter how long it took me because I heard all about this Company before I came here. About seventy-five per cent of the people from my home town work here. They told me what a wonderful place this was."

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Employment

Unfavorable (Cont'd)

- C - 28 "They won't take anything but four year high school graduates now. It seems like kind of a dumb thing in a way, but then, I suppose if a fellow puts in four years in high school it ought to make some difference when he goes out to get a job. A lot of those fellows down there though that haven't had any high school training are a lot smarter than some of the high school graduates. I think one of the dumbest fellows around here is one of the fellows who has had a year of college. That doesn't make much difference to me though because I am a high school graduate."
- C - 29 "When I first came here to work I asked for machine work in a straight piece work department, but the lady at the Employment Office said she wouldn't think of giving me machine work. She said I wasn't the type to do it and I understand there are mostly all foreigners working in that department, but I see girls working there that don't look as strong as I do and they earn good money."
- C - 30 "I got kicked in the ribs playing football and I couldn't work at the kind of work I was doing so I decided to come out here. I put in an application in July and chances are that if it had not been for a friend, I would still be waiting for a call from the Employment Office. I wasn't even sent to the Employment Office when I got the job. This boss that I know of just called me up and put me to work."
- C - 31 "He is a wonderful boss; he has such a good disposition. He never hollers at us or gets fresh. He takes such interest in all of us. He did me a favor by getting my sister a job here. She came here many times, the same as I did, but they would never hire her and I can't understand why. She is healthy and bigger than I, and she is no dumbbell either. She had two years of high school, but they just didn't want her. I talked to my boss about it and now she is working here. When the two of us are working here I get a chance to have some money for myself. Otherwise I have to give all of my money at home, and now I can buy shares and that is for myself."
- C - 32 "They think down here than I am divorced, but I am not. I had to tell them that because I don't think I would get hired."

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Employment

Unfavorable (Cont'd)

- C - 33 "I wonder why it is that the A-1 operators never come here for a job. It seems like they don't care for a job here. There are some mighty fine operators here. What I mean is the best operators on the outside never come here for a job. The men who do apply here are the less skilled operators. You know, if you apply for a job on the outside you have to know your machines. It isn't as easy to get in there as it is here. They give you a job to set up and allow you so much time to do it in. If you do it in that time or less you are hired. If you don't you are on your way again."
- C - 34 "I wish I could get my husband here. He has gone to the Employment Office many times, but they always tell him there is nothing doing. He is a young fellow, just twenty-five. I wish I could get him a job. I got lots of recommendations for girls, but what would I do to get him a job. Could you tell me what to do to get him a job?"

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Service

Favorable

- D + 1 "Now I have quite a few years service. A few days ago they called me up and told me that I was getting some of the service that I had lost. I thought that was pretty nice of the Company to do that for me."
- D + 2 "I like the way this Company handled the service question for the men that were drafted here during the war. It was sure nice to have your service running while you were away at war."
- D + 3 "I have a broken service record and I am glad to hear that the Company will restore my lost service as ten years of continued service."
- D + 4 "If it becomes necessary for a man to be away from his work for a while the Company will give him a leave of absence. When he comes back he can start where he left off and not lose his service."
- D + 5 "I was laid off for three months when I had one years service and felt very bad about it. I cried at the thought of losing my job. I was sent for and got my service back. I was glad to come back because it made me feel as though I wasn't starting all over again and it would entitle me to a vacation."
- D + 6 "I was off sick and the Company gave me back all my service which I think was nice of them. Some girls had told me that just because I was sick, I would lose my service and I was rather worried about this. When I got back to work and was notified that my service would go on from where I had left off, I almost jumped sky-high because I realized what service means in this place."
- D + 7 "I didn't do things exactly right when I quit the Telephone Company and I got myself in a lot of trouble. Instead of notifying them that I was leaving I started to work here and when I tried to get my A. T. & T. stock transferred to the Western they made a little fuss about it. When I started here to work they must have called up the Employment Office because I was called over there and I thought sure I was going to lose my job. But the Telephone Company was good enough to give me a transfer here, and they even gave me that year's service. It made me feel sort of cheap because they treated me so good after doing what I did."

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Service

Unfavorable

- D - 1 "I was working here before and after three years they laid me off. I was out eight months and lost this service. I surely would like to have it back.
- D - 1 "I have worked in other places and this is the only place I like to work. I worked here before and was laid off on account of it being slack. Eight months after I was called back, but I didn't get my service back. I was glad to come back though. I only got paid for one week's vacation because I lost my previous service.
- D - 1 "My Foreman promised he would send for me when the work picked up. This he did, and I was one of the first to be sent for and I was very pleased to come back. I did not get credit for my previous service because I had been out too long. I am back now over one year and was very pleased because I was given one week's vacation."
- D - 1 "When work picked up in our department one of the supervisors' remembered me and asked my Foreman to sent for me. I was very glad to come back to work for the Company because I earned good wages here. I lost my service, but they started me on the same hourly rate that I was getting before I left. That means a great deal to me because I have a little girl to support and myself.
- D - 1 "I like to work here; they sure treat the people nice. I worked here for more than two years and I was laid off. Things were pretty dull then. They sent for me when business picked up and I was glad to come back. I feel bad to think I lost that two years' service, but they were so nice about vacations this year, I get a week with pay anyway and I thought they picked a wonderful time."
- D - 1 "I would have quite a lot of service here, but the department got quite slack at one time and I was laid off. I was not called back for more than a year so that previous service was lost."

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Service

Unfavorable (Cont'd.)

- D - 2 "I worked here once before for one year, but I was laid off because the work was slack. I would like to get that one year's service back if I could. I was away for four years, but I came back to the Western because I liked to work here very much. The system they have here is very good."
- D - 3 "I think it would be a fine thing if the Company would give you continued service as Sears Roebuck & Company does when you are away and return to work."
- D - 4 "I worked here only a few months when I was taken sick; I was off for quite a while and when I came back I lost that service and they couldn't fix it up. The boss I had then, tried, but he told me nothing could be done, but I kind of felt that I should have had that service because I was sick and it was unavoidable."
- D - 5 "I would have fifteen years' service, but there was a misunderstanding in the Service Department when I left for the army I was working in the East. I asked for a furlough that I may go home and visit my parents. They gave me the furlough and before my furlough was up I asked for an extension of time. They told me that I would have to come back and later they would give me another furlough. I did not return, and in a few days I was called to the Army. I served my time and when I was through with the army I came here for a job. They told me there were no openings. They told me that they had no records to show that I left the Company to go to war, then I went and got a job on the outside, but I had a friend working here and he got me a letter of introduction and I got back in again. I got pretty sore about it, but it did not do any good to get sore."
- D - 6 "After working for the Company for four years I was laid off during a slack period. I was called back when business picked up, but was not in a position to return at once. Consequently I lost those four years' service."
- D - 7 "I worked here several years. I was excused for two weeks and I was supposed to come back on a Monday and I was not able to come back because my children were sick and I came back Tuesday and I lost my service. I talked to the General Foreman and to my Foreman, but they couldn't do anything for me so I lost out on my service."

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Service

Unfavorable (Cont'd)

- D - 8 "The job I am working on is all right. I have been on it for ten years. The only trouble is that we don't get enough parts to keep us going; otherwise we could make more money. I'm sorry that I didn't use my head because I could have thirteen years service with the Company, before going into the army service. I lost that service by quitting; whereas I should have requested a leave of absence."
- D - 9 "I am beginning to wonder whether an unbroken service record is really worth trying for. I have always been told to watch my service. It sort of ties a person down after you have been here for a while. I have been here a long time but if I were only here three years, I think I would tell them to go to ---- and walk out."
- D - 10 "On account of the new vacation schedule I will get one week's vacation. If I had lost my service I would be entitled to two weeks' vacation with pay."
- D - 11 "I was quite pleased to get one week's paid vacation this year. I would have had two weeks if I didn't lose my previous service. I had two years service with the Company and I was laid off. About nine months later they called me back. I was working at the time, but was glad to come back for I can make more money and the working conditions here are better."
- D - 12 "The job I have I would rather have than any job in the place. I did this work when I worked here before, but I went on my vacation and got sick and I wrote and told the Foreman that I could not get back as I was sick, and when I came back a few months later I got my same rate, but I lost my service."
- D - 13 "I worked here a year and then I got laid off. I was away about nine months. I don't know whether I'll get my service back after being here ten years or not. They did not call me back. I came back of my own accord."
- D - 14 "I worked here three years before and had to quit. I told my boss and the woman at the Employment Office all about what was the matter with me, and the woman at the Employment Office told me I would get a letter from the Company while I was out. I didn't hear from the Western all the time I was away. Now I understand that my boss could have fixed it up so I wouldn't have lost my service. When my baby was six months old, I came back and got this job."

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Service

Unfavorable (Cont'd)

D - 15 "One of the operators told the boss I threw waste at him. I got three days off. I got bull-headed, then I took more than the three days. I came back in four days and when I come back they told me I wouldn't get my service back. The boss said to me, 'You will be only working here one week as you have lost your previous service.' I said, 'If that's the way you feel, all right.' I thought I had said enough before, but if it would have happened to him, it would have been the same way, but my temper - I couldn't hold it down, so I had to suffer. There is only one way it would do any good and that would be by telling you."

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Publications

Favorable

- E + 1 "Another helpful thing to the employees is this here 'Microphone.' It tells you where to get rooms and so on. It sells stuff of yours and buys somebody else's. Every two weeks it comes out."
- E + 2 "The Western Electric News has a large amount of news items both inside and outside of the Company; they are interesting."
- E + 3 "The magazines that you get are very interesting and educational."

Unfavorable

- E - 1 "The Microphone should print less statistics about the Company's business and more about the employees."
- E - 2 "We never get the Western Electric News or the Microphone since we moved to this shop. We also miss the little safety booklets. At Hawthorne we always got them."
- E - 3 "When they put in the Microphone that a department had subscribed 100% A. T. & T. stock, it does not give a true picture. I think it would be more interesting to know that all the employees in that particular department had subscribed for all the shares that they were eligible for. A department might go 100% and only have one share for each employee, while another department might only show 95% subscribed and still have an average of five or six shares to each employee. That is the thing that would be more interesting to know."
- E - 4 "About the 'Microphone,' I took mine home one night and my wife saw an ad for a sewing machine and she went over the next day and the lady said, 'When did you get that 'Microphone?' I sold the machine last Saturday.' It was the following Tuesday that I had received this paper. Other departments get theirs three or four days before we get them. I should think we would all get them at the same time. I had another experience the same way when I went to rent a house that was advertised."
- E - 5 "We get the Microphone sometimes, but they don't always seem to have enough or something, or else some people take more than they need. Now I didn't have any yet this month. It seems like some departments get more than they need, and our department if you are not wise you never would get any, unless you see someone going through with one then you kind of watch your chances. Don't they have that Club Store open for the night people any more."

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Publications

Unfavorable (Cont'd)

E - 6 "I see there is a bunch of magazines lying there. Last night they gave them out to about ten fellows in the gang, and the rest of us did not get any. You know we don't punch in our own department, so we lose out on those things. I asked the Gang Boss to bring us in some magazines, and he brought in about ten, and just look at that big bunch of them lying there, and nobody will get them."

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Pension

Favorable

- F + 1 "Of course, they had the sick benefits and pension plan when I started, but it was only lately that I realized what this pension plan really meant to me. Maybe I can work for twenty-five years more, but some day I will have to quit."
- F + 2 "The pension system is another fine thing the Company does for its employees. There are very few other Companies who have a pension system as good as ours."
- F + 3 "After the operation, the Company's representative told me I could have a pension if I wanted it. I am still very active and have a family to take care of so I did not accept this offer, although I thought it was mighty decent of the Company to offer it to me."
- F + 4 "It is nice of the Company to give the old timers a pension. I am over sixty years of age and I don't feel so well think I will live more than a couple of years so I might as well have a few years of rest before I die."
- F + 5 "I think the Pension Plan is a big advantage to an employee, it gives him something to look forward to and in one sense of the word he gets protection when he wants it the most."
- F + 6 "You never hear them kicking out a man just because he is getting old. My father worked for a company for forty years and when some new bosses were put in charge, he was let out along with a number of other old timers. Their service ranged from thirty to fifty-eight years. I am sure the Western Electric would not do that to anybody and when I am here forty years, I know I will be able to retire with a pension."
- F + 7 "I bought some shares and I have the Ready Money Plan. You don't miss it so much when it comes out of your check. The Western is mighty nice about taking an interest in its employees that way. All these things like insurance, and pensions make people think twice before going any place else. The only trouble is that you never get rich working for somebody else."

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Pension

Unfavorable

- F - 1 "When I go up for my next service button I think I will ask for a pension, but I suppose I won't get it because I am too young."
- F - 2 "Now there is one thing that I would like to have you put in there and that is, I think that they should increase the amount of money that is paid to the men in pension. I believe as it is now the minimum is thirty dollars a month and I think that should be increased to at least sixty dollars a month."
- F - 3 "I think the Company should allow a lot higher percentage on the pension list. If they would, some of us old employees could live on our pension."
- F - 4 "Now about this raise business. I am here longer than anyone in the department and I haven't had a raise in the last four years. Lots of men in the department on this same class of work have got two and three raises in that time and I have not even had one. I asked Mr. X about it and he always keeps on saying that I will get it next time and what gets me is these other men don't even have to ask and always get a raise. My opinion is that as they are of the same nationality as the Boss he sees to it that his own nationality is taken care of. The last raise time I asked him why I didn't get a raise and he said, 'What, didn't you get a raise' and he said it so funny just like as if he didn't know it. Then the worst part of it is that when these countrymen of his get raises they come right to you and give you the horse laugh and I can tell you it is a h--- of a thing to be here over thirty years and have these guys laugh at you because they get more an hour than you do. I get seventy-four cents an hour and some of these men get eighty-two cents an hour and more and what hurts is that it will not be long before I will be pensioned and my low rate is going to affect my average that I will receive on my pension and I really believe that is another reason why they are keeping my rate down."
- F - 5 "That ain't a bad place and next time you come around to interview the people in this department I will be missing because I am going to get my pension next spring. I wanted it this year, but they said I would have to wait until next spring. I just hate to think of coming out here all winter because some days it is raining, some days are real cold and other days the snow is up to your hips and the transportation is rotten. It is almost impossible to get on the cars coming to work and going home it is worse. Many is the time I was so tired I sat down on the curbstone to wait for the car."

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Pension

Unfavorable (Cont'd)

"I expected my pension this fall, but Mr. ----, he was our Department Chief up to a few months ago, thinks a man should work until he drops dead on the job. When I told him I couldn't stand the job much longer he said he would give me a transfer to another department, but I was wise and told him the only transfer he could give me was my pension. I suppose he would give me a transfer to the Foundry and then I would get disgusted and leave the Company and would lose out on everything."

F - 6 "I tell you one thing that I don't think is right about this pensioning the men off. Now, you take the men with the high salaries. They receive more benefits than the men with the low salaries. It is not fair, because those men have a better chance to save money and be able to retire, whereas the low rated men have a hard time to get along as it is. It is very inconvenient for him to go on a pension. I think they should put all the Foreman and men higher than that on a flat pension rate, and men that are making less should be allowed enough pension that they could be able to live. I tell you why I am mentioning about the pensions, because I want to stay here long enough to get a pension myself."

F - 7 "The only trouble is that I won't be able to stick around here for another twenty years. The General Foreman was talking to me not long ago and he told me that I could take my pension any time. I guess they will make me take a pension when I am sixty-five. Well, I guess I will have worked long enough by that time."

F - 8 "I would like to have a pension now and I will tell you why. One of my eyes are weak and it is getting worse. I would like to get a pension before it goes on the bum altogether and then I would not be able to enjoy it."

July 7, 1930.

Loans

Favorable

- G + 1 "When I first started here I was down and out and was having a lot of trouble. My wife was sick, but the Company helped me out and I sure appreciated it. It may sound crazy, but every time I see the sign Western Electric I feel pretty proud of it."
- G + 2 "I was out sick and I received my money without delay or trouble of any kind. Then when I needed cash money the Company was right on the job to help me get a loan. The treatment I received at the hospital and the Welfare Department, in fact, wherever I have gone has been wonderful."
- G + 3 "The Company also takes an interest in our personal affairs. They will help us out in a financial way by lending us money in times of need, which can be paid in weekly payments."
- G + 4 "The Company has been very nice to me. I was sick a few months ago and had to undergo an operation and all that takes lots of money. I didn't have so much saved only my shares, and I didn't like to give them up, so the Company loaned me money enough to pay my hospital and doctor bills. Of course the sick benefit helped me out a great deal. If I have good luck now, it won't take me long to get on my feet again. I am feeling fine now."
- G + 5 "As far as the Company is concerned, I couldn't say anything against it. They got that stock here and a man has a chance to invest his money at a very small margin and at the end of a few years he has something. Then I hear that if a man is really in need of money for a necessary cause this Company is willing to let him have it without charging him any interest and I know that if you are off sick you get thirteen weeks full pay and seven weeks half pay. That is more than I ever got from any company anywhere."

Unfavorable

- G - 1 "With reference to the Welfare Department. A few days ago I tried to get my money in advance. My wife had been ill and as she has to take a series of treatments, I decided to see if I could borrow one hundred dollars from the Welfare Department, but as soon as they found out that I was paying on A. T. & T. stock they said, 'Nothing doing, cancel your stock.' How unreasonable of them. Here they wanted me to tear down in a few hours what it took me two years to build up. What in the h--- good is the Welfare Branch if they cannot accommodate any employee in his hours

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Loans

Unfavorable

of distress. They had my stock for security. That's why I couldn't understand why they couldn't accommodate me with this favor. Well, sir, I got along without their help. I went on the outside and borrowed the money."

G - 2 "I think you have to wait too long for your money from the Personal Loan Plan. I borrowed some from them once and did not receive it for five days and I wanted to pay a hospital bill."

G - 3 "I didn't get a very good break from the Western one time when I wanted to borrow a little money and they wouldn't loan it to me. I owed a bill and my doctor wanted it at once. I heard that the Company would loan money to their employees, but they told me that I had to have a better reason. That was after I had worked here five years. Later on we had a little more trouble at home and my husband who had only worked here a year was able to borrow money from the Company. I didn't think that was right for him to be able to get it after on year's service and I could not borrow less than that after five year of service."

G - 4 "Along about vacation time my check was delayed and I needed it very badly. Well, through some error they made out a check for two weeks instead of one. I noticed it at the time, but I thought if I would have them change it I would probably get held up another day, so I used the check. I went on my vacation and my trip cost me more than I figured on. Knowing they would hold back one week for the check I shouldn't have received I decided to try and get a personal loan. When I went over to the Welfare Department the man in charge of the loans wanted to have me arrested. He was going to call a copper just because I used some of the Company's money which was nobody's fault but their own organization. Well, I saw I couldn't do business with that fellow so I went over his head and talked to his boss. I found him at least intelligent. After hearing my story he apologized for the poor treatment I received, and all ill feelings were forgotten. I might add, I did not get the loan. Only men of authority have those privileges. I am quite sure a review of the records over there will prove that assertion is correct, with the exception of a very few cases."

July 7, 1930.

Christmas

Favorable

- H + 1 "I talked to one man that was sick around Christmas and he can't get over the basket of fruit that someone from the Company brought him. It was very nice because he didn't expect it and it brought him a lot of happiness. There are not many companies that would think of this."
- H + 2 "When I was home sick at Christmas time it was wonderful to be remembered the way I was by the Company. To me that makes my Christmas more happy than anything else that happened."
- H + 3 "I was sick last winter around Christmas time and I sure was tickled when my Department Chief came to see me and brought me a plant. He said the Company sent it to me."
- H + 4 "I was sick for a while and they visited me from the Welfare. They brought me a Christmas basket and some toys for my kiddies which was very nice."
- H + 5 "When I was sick at Christmas, the chief of our department came to see me and brought me a box of candy. I was so surprised that I could hardly talk to him. I was glad because it was the only Christmas present I got."
- H + 6 "When I was out sick the Company was good to me. I was out about four months. I did not get paid because I had broken my service, but the Company sent me a Christmas gift, and I thought that was pretty nice."

Unfavorable

- H - 1 "I had a friend and he had worked here for about eight months. Going home one day he stopped off the street car and he went around the front of the car. An automobile came up the street from the opposite direction and hit him and broke his leg in about three places. He has not been able to work since. Being here such a short time, he has not received any sick benefits. They have this Hawthorne Christmas Club to go around and bring baskets to the employees that are sick and in need, and if anybody ever needed help, this man did. He has a wife and four children and the Hawthorne Club never brought him a basket or even came over to his house to see him."

July 7, 1930.

Legal Services

Favorable

- I + 1 "I had some trouble about a lot and my Foreman sent me to the Welfare Department for advice. They gave me very good advice and I got out of my trouble and lost very little money. I appreciate this because the other companies don't help their employees out this way."
- I + 2 "It is very nice of the Company to help anyone who is in need of financial assistance or legal advice."
- I + 3 "Western Electric is one of the greatest concerns in the country. I learned that after I was laid up after an ----- accident. I had my salary paid right along, and I received good legal advice from the Company. They certainly have a wonderful hospital too. I understand it is one of the most up-to-date in the country."

EH

August 26, 1930.

SUBSTANCE ANALYSIS OF COMMENTS ON WORKING SPACE
TAKEN FROM OPERATING BRANCH
(1929) EMPLOYEE INTERVIEWS.

Comments on all space except standard space reserved for traffic through or between rooms (locker space and washrooms excepted) have been classified to this subject.

Interviews Analyzed	- 10,300	Men - 6,800	Women - 3,500
Total Comments	- 1,042	" - 662	" 380
Total Favorable Comments	- 88	" - 37	" 51
Total Unfavorable Comments	- 954	" - 625	" 329

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Have sufficient working space		8	14
2. Have more space here than in previous departments		6	21
3. More space at 13th St. than at Hawthorne		15	1
4. More space at Hawthorne than at other plants		2	1
5. Changes in system have given us more space		2	4
6. More room for stock has made conditions better		0	8
7. Not so crowded at night as in the day time		4	2

	<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Not enough working space between machines		32	3
2. Too many workers on each bench or in each gang, in each other's way		50	34
3. Could do more work if it was not so crowded		66	10
4. Aisles are piled full of material and stock, forms an accident hazard		30	54
5. Aisles between benches and machines are too crowded, inconvenient to get around		42	27
6. Department is too crowded, not enough working space, hinders work		190	122
7. The department and aisles congested with trucks		22	2
8. Too much material and work piled around the machines		13	0
9. The new chairs used form an accident hazard in the aisles		1	7
10. Too much work piled under the benches, no place for feet		9	12

August 26, 1930.

<u>Unfavorable Comments (Cont'd)</u>	<u>Men</u>	<u>Women</u>
11. Benches are placed too close together	11	2
12. The benches are piled full of work, interferes with work being done	4	8
13. The work and material piled up in the department forms an accident hazard	22	25
14. The department and aisles so filled with work, that it must be moved to get working space	45	5
15. Have no place to put work or stock	70	12
16. Crowded so close together, that the work becomes an accident hazard to others	10	1
17. The 13th St. plant not laid out right, need more space	3	0
18. Congested aisles form a fire hazard	3	1
19. More crowded here than in the old location	2	4
20. Ceiling is too low for this type of machinery	0	1

August 26, 1930.

TYPICAL COMMENTS ON WORKING SPACE

Favorable Comments

1. "The work here is clean and airy. The room is wide and there is plenty of space to work in."
2. "I like the location of our department now. We just moved to this building a few weeks ago. It is much brighter and we seem to have more room. The air seems so much clearer because we are higher than we previously were."
3. "We were very crowded at Hawthorne. We had small working space around our machines and the aisles were blocked with trucks and platforms. Since we are here we have plenty of room."
4. "This place is cleaner than other places I have worked and we have more room."
5. "We also have more room for our work these last few weeks. We used to be very crowded before. The work was piled all around and we didn't have any space to work. It is much better now because the boys take the work away more often and it doesn't get stacked up so quick."
6. "This building is much better to work in than the old building I worked in before. We have more room for our stock, and now we are higher up and it seems much cooler."
7. "I like to work nights because there is not much to bother me. There are not many men working near me so that I can move around much easier than the men can on days."

Unfavorable Comments

1. "It is much too crowded around here, that is, around the machines. We don't have the proper amount of space to get around and do our work properly. At times it slows us up considerably in our work and that cuts down our earnings to a certain extent."
2. "Another thing I want to tell you they are crowding the operators by placing so many on each bench. We bump into each other every time we turn around."
3. "I think that the crowded condition of the department is cutting down our earnings. Some time ago, when we were not so crowded, our percentage was 82%, and now at times, it is as low as 65%."

August 26, 1930.

Unfavorable Comments (Cont'd)

4. "The aisles between the benches are very crowded. There are pans filled with work piled all over the floor. When we want to get in or out, we have to climb over them. I have skinned my shins quite a few times."
5. "The space between our positions is very narrow and congested. When I go to or from my place, I have to practically climb over another operator to get in or out. It causes quite a bit of annoyance to the other operator."
6. "The place that we have to work in there is not half enough room; we bump against each other and we don't do the amount of work we should. I think that we could use more room."
7. "The Department is very crowded with trucks. When I want to get a load of material to my machine, I have to move a dozen or more trucks, so that I can get it to my machine. I lose quite a lot of time every day."
8. "We are very busy here at the present time and the department gets choked up with material. The night gang leave all their work standing by the machines and we have to move it away before we start to work in the morning. We are not allowed any day work time for doing this kind of work."
9. "We don't have very much space between our benches because the aisles are too crowded with the new chairs. If one is not very careful she could get hurt very easily."
10. "The bars that are placed under each bench for a foot rest are piled high with stock (general case). There is no place to put our feet."
"The work I am doing has some very close requirements and in order for me to get near enough to the bench I have to lean over. This causes a strain in my back. If they would remove the stock from under the bench we wouldn't have this trouble. By using every fifth bench for stock would improve the appearance of the room seventy-five per cent, as it would take all the boxes out from under the benches."
11. "I don't think the benches ought to be as close together as they are. We don't have enough room in the aisles to pass one another and, of course, that bothers us in our work."
12. "Our benches are continuously crowded with apparatus. I believe that we ought to have more room on a job of this nature. We are always moving unfinished work off the benches and piling it up on the floor. All this is due to shortages. I don't know why the Western Electric Company can't overcome this condition, as some of the apparatus has been laying around here for the last six weeks or more."

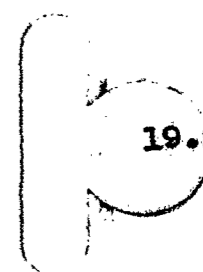
August 26, 1930.

Unfavorable Comments (Cont'd)

13. "The condition of the floor is very crowded. There is iron piled all over the floor and this is very dangerous. Only last week I tripped on some iron that was on the floor and I cut up a good pair of shoes so that they were ruined."
14. "There is one thing that I don't like and that is every time I use some material for my machine I have to take and move everything out of the aisle so that I can get through, and in that way I lose a lot of time. This condition has been like this for quite a while and the Gang Boss sees it, but he doesn't do anything about it."
15. "The aisle space is too small. There isn't room to pile apparatus when finished by operators. We have to pile pans as high as ten pans high. Some of these pans weigh one hundred fifty pounds. If we had more space to pile stock it would improve working conditions considerable."
16. "The aisles between benches are not very wide. Another man and myself work back to back. This other man does hand riveting and I am always on edge, think the hammer head is going to fly off and hit me. It did fly off one time and hit me on the foot. Luckily I had safety shoes on so I was not hurt."
17. "This place is not laid out right. They ought to have the benches against the wall. We would have more space to work and move around in. It is all right for small work, but the work I do is bulky. I find it very hard to find space to pile it."
18. "They always holler about blocking the fire pails, but they never say anything about blocking the operator. If a fire broke out, the operator can't get around the bench because it is blocked. If the operator can climb out, I don't see why they can't go in and get the hose."
19. "The only thing around here that I don't like is that it is more crowded than it was in the old location."
20. "The ceilings here seem very low for the high machinery that we are working at."

EH

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August 1, 1930.

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

Interviews Analyzed	10,300	Men	6,800	Women	3,500
Total Comments	2,350	"	1,374	"	978
Favorable Comments	306	"	222	"	86
Unfavorable Comments	2,044	"	1,152	"	892

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Sanitary	26	7	
2. Washroom kept nice and clean	128	54	
3. In good condition	31	6	
4. In fair condition	10	-	
5. Plenty of hot water	5	-	
6. Likes new type faucet	1	2	
7. Ventilation good	1	4	
8. New paper boxes better	2	-	
9. Plenty of washroom space	3	7	
10. Location is good	1	1	
11. Company furnishes towels and soap	2	1	
12. Can take shower bath	5	-	
13. Good place to change clothes	1	-	
14. Washbowls clean	4	-	
15. Good place to wash up	1	-	
16. Allowed time to wash	1	2	

	<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Bowls stuffed up and overflow	112	1	
2. Unsanitary	44	12	
3. Need repairing	22	1	
4. Obscene writing on walls	14	9	
5. Use paper for towels and throw on floor	43	18	
6. Throw paper on floor	157	7	
7. Need new motor for fan	2	-	
8. Flooded with water	90	-	
9. Washroom is dirty	166	112	
10. Poor ventilation (bad odor)	136	170	
11. Need shower baths	13	-	
12. Tobacco spit on floor and walls	87	2	
13. Temperature (hot or cold)	25	3	

August 1, 1930.

<u>Unfavorable Comments (Cont'd.)</u>		<u>Men</u>	<u>Women</u>
14.	Washrooms too crowded.	28	99
15.	Crowded at wash bowls	18	9
16.	Too small	20	198
17.	Company should furnish towels and soap	33	37
18.	No hot water	19	1
19.	No cooperation between girls and matron	-	10
20.	No toilet paper	10	-
21.	Wash bowls dirty	4	7
22.	Matron keeps girls from washing at times	-	12
23.	Crowded at rest period time	-	14
24.	No place to change clothes	9	2
25.	Location too far from department	12	72
26.	Washroom should have mirror	8	4
27.	Office better than shop	4	-
28.	Matron has too many washrooms to look after	-	12
29.	Matron doesn't keep washroom clean	-	1
30.	Should allow operators time to wash	20	21
31.	Should be locks on door of booth	-	4
32.	Operators are careless about keeping washroom clean	15	39
33.	Lights poor in washroom	-	2
34.	Smoking in washroom	-	1
35.	Girls use men's wash bowls	1	-
36.	Shower room crowded (too small)	12	-
37.	Washrooms not private	4	3
38.	Do not flush bowls	9	5
39.	Showers dirty	1	-
40.	Water shut off	6	1
41.	Loafing in the washroom	1	-
42.	Should have sanitary pan in booth	-	1
43.	Department needs washroom	5	1
44.	Girls comb hair over washbowls	-	1
45.	Sprays stopped up in washbowls	-	1
46.	Company should furnish liquids to wash hands in when soap and water is not sufficient	1	-

August 1, 1930.

TYPICAL COMMENTS ON WASHROOM

Favorable

1. "The washroom is nice and it is always kept in a sanitary condition."
2. "The toilet rooms here are kept very clean. In fact, they are washed sometimes twice a day."
3. "The toilet rooms are in very good condition, and have been for the last month."
4. "On an average the toilet is in a pretty good condition. Of course, it is dirty sometimes, but that's up to the men."
5. "We have plenty of hot water to wash with."
6. "They certainly made a big improvement in the washrooms by giving up the little hand showers in the wash bowls. Now I never have to be afraid of getting the person standing next to me dirty and all wet, and I think they are ever so much more sanitary than the ordinary faucets here."
7. "I think all the girls complain to you about our wash room being so poorly ventilated. They have improved that condition and it has made a big change; lately they have opened the windows and everything is fine in there now."

March 8, 1930.

Favorable (Cont'd.)

8. "The new boxes they have installed in the toilet rooms instead of the old rolls of paper are very much better. They help to keep our toilet room cleaner, since there is not so much paper thrown all over the floor. They should have put them in there long ago."
9. "I have never worked for any other large company but I am well satisfied here. I must say this Company has wonderful working conditions. They have nice large washrooms and very good drinking water."
10. "We have good lockers over here. The washroom and the lockers are located right near my bench so I get good service in that respect."
11. "The accommodations for the employees here are of the best. We have good lockers, a good place to wash up, clean towels and everything as far as I can see is O.K."
12. "I surely enjoy the shower baths over here. It is a wonderful thing after working in this dirt all night that we can take a shower before we go home."
13. "The accommodations we have for changing clothes and washing up are very good."
14. "The wash bowls are kept clean, too. They are not like they are in some places. I don't know how some of the people could use them."
15. "The accommodations for the employees here are of the best. We have good lockers, a good place to wash up, clean towels and everything as far as I can see is O.K."

March 8, 1930.

Unfavorable

1. "Some of the men throw refuse in the toilet bowls and clog them up and about twice a week they are not fit to go into."
2. "The sanitary conditions of the toilet are bad. The cockroaches in there are terrible, to tell you the truth; I am afraid to go in there and use them because the place is full of them, but I think they ought to spray this toilet at least once a week and get rid of some of these cockroaches."
3. "The plumbing in the toilets is always out of order and has been for a long time. There is a very bad condition existing there."
4. "In the old building the ceilings were so high that even if the windows were open the fumes would remain in the building. I do not like the way they inscribe names on our washroom walls. They draw mean pictures and say things about the boss that would insult anyone."
5. "The girls use paper for towels, and they don't throw it in the waste baskets. Instead they just drop it all on the floor and all this makes the washroom so dirty-looking--especially after quitting time."
6. "Sometimes the toilets are clean and sometimes they are a little dirty; the men throw paper on the floor and that is why it is that way."
7. "The toilet room is rotten. The place is always flooded, and the motor on the fan must be wearing out."
8. "The floor in our washroom is always flooded. There are three departments using this washroom which is entirely too much, and when the floor is flooded it is awfully hard to change my clothes without getting them all wet."

March 8, 1930.

Unfavorable (Cont'd.)

9. "Our toilets are far from clean. Most of the time the floors are wet, and conditions in general are pretty bad. If some of the fellows live at home the way they live here, it must be pretty bad. The women only clean them out once at night."
10. "Our toilets could have a little better ventilation. The suction fan is not strong enough to take away the odors."
11. "It would be a good thing if they had shower baths. There is only one that I know of and that is pretty small. I change my clothes here and I don't like to go home all sweaty."
12. "The toilet rooms are what the men have made them. They spit chewed tobacco on the floor and against the walls."
13. "The toilet windows are closed and nailed down, and there aren't any windows in the washroom. In the summer it is so hot when we wash up that we keep right on sweating anyway."
14. "It takes kind of long to get out of here at night. The washroom and lockers are so crowded that it is usually 5:20 by the time I get washed up and everything."
15. "The space that is provided for the men to wash up is very small and there are not enough wash bowls. At quitting time I have waited as long as ten minutes before I could get a chance to wash up."
16. "We used to have a larger washroom and it was better than it is now. It is so small now that the crowds that go there can hardly move around in it."

March 8, 1930.

Unfavorable (Cont'd.)

17. "Now about the washroom. I think they should furnish paper towels. The fellows wash their hands and then they use the toilet paper to wipe them on. If they would dispose of the paper in the proper manner it wouldn't be so bad, but they generally throw it on the floor or throw it in the bowls of the toilet and ten chances to one that is what clogs the bowls so often. I believe paper towels with the proper container installed to put them in would help a great deal."
18. "I think we ought to have hot water to wash up with every day. As it is now we only get it on Saturdays."
19. "I think if some of the girls that come in our washroom would use a little more consideration for the matron we would have a cleaner and more sanitary washroom."
20. "There is seldom any toilet paper in the washroom until after ten o'clock."
21. "The wash bowls are very dirty when we get in in the morning. This is probably due to the night gang."
22. "I don't like the matrons. They holler at me saying that they don't want me in there after a certain time. I can't always leave my work any old time. I like to finish my work and then go. But oh, how she yells at me."
23. "I do not like the rest period, because there is too many to go in the washroom at one time. It is not so nice in this way as it was when we were permitted to go whenever it was necessary. The washroom is not large enough."

March 8, 1930.

Unfavorable (Cont'd)

24. "It is also very bad when we change clothes. We always have to go and hide somewhere or go into the toilet to change our clothes. I think that a small room should be provided for us to change, where we would not be in a draft, and also where we could have a little privacy."
25. "Our washroom is too far away. It takes too long to get there and as we are perspiring from the heat on our job, we are liable to take cold passing beside doors where there is a draft."
26. "I wonder why they do not have a mirror for the factory workers the same as they do in an office. If a fellow wants to comb his hair he has to go into the office to get a mirror."
27. "The office has a much better washroom. It is cleaner and warmer than the shop. Sometimes our washroom is filthy."
28. "I think if our matron was not on the bogey she would take more pains with her work. She has to cover too much ground to stay in any one place any length of time."
29. "Our washroom is not kept clean either by the person now in charge. I have watched her do some of the work and I saw her leaving most of the dirt in the corners and on the floor underneath the wash bowls. Considering how simple and easy the job is, she could do a much better job if she would put on a little more elbow grease. She doesn't even keep herself looking clean."

March 8, 1930.

Unfavorable (Cont'd)

30. "The girls are allowed to wash themselves at four fifteen while the fellows have to wait until after the whistle blows. Why should this be?"
31. "I think they should put bolts on the doors on the booths in the washrooms. When you are in a booth I don't think it is very nice to have someone walk in on you.
32. "The toilet room is in a bad condition most of the time but I guess this is caused by the operators as they do not take any pride in keeping the place clean."
33. "The light is very poor in the washroom. We have no mirror, but I understand that they are going to take care of that."
34. "There are lots of girls in the department that use the men's wash bowls. I don't think that should be allowed. They should be made to use their own because we have not enough room and wash bowls for the men, and anyway I don't think it is proper for a bunch of girls to crowd in with the men."
35. "Our shower room is awfully small when you consider the big gang that works here. The locker room is still small but they have made a little improvement in it recently."
36. "There is a men's washroom at the north end of our department. One of the doors is in a very prominent place. We have to pass it by to come into our department. The men stand there with the door open and are very careless. Can't a condition like this be remedied?"

March 8, 1930.

Unfavorable (Cont'd.)

37. "The girls leave the washroom without flushing the water and this makes things very bad."
38. "The first thing is the showers. They get plugged up. I don't believe they have ever been cleaned only when some of the men in the department do the work themselves. They are never able to get the screens back without breaking them and this is something that should be taken care of."
39. "In the washroom there is never any running water. I have to use the wash bowls in the shop which the men use and I don't think that's so nice."
40. "I think they should prohibit men from loitering around the toilet rooms. You can go down there any time during the day and find men reading newspapers, telling stories, and spitting on the floor."
41. "Some of the girls are not as neat as they might be. Our washrooms look like the very dickens. I think the Company should have what they call a small sanitary pan in each booth. This would help keep the place a little more tidy."
42. "One thing our department needs is a toilet. We are required to use the toilet in another department where the men get very dirty and they are very careless about cleanliness. It is the nature of their work. We ought to have a toilet in our own department."
43. "There is one thing about our washroom. The girls comb their hair right over the wash bowls and if you lay your soap or towel down they get full of hair."

March 8, 1930.

Unfavorable (Cont'd.)

44. "The sprays that are in our washroom are stopped up half the time. When you go to wash your hands the water only comes from about two or three holes in the spray."
45. "See this stuff on my hands? I have to go home like that because soap and water will not take it off and I can't get anything down here unless I steal it. They won't give you any liquids to remove this stuff and I will have to go out and buy it when I go home."

October 3, 1930.

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

All comments of possible value or interest which do not align themselves with any other subject have been classified to this subject. These comments have also been separated into groups covering specific phases as shown below.

Interviews Analyzed	- 10,300	Men - 6,800	Women - 3,500
Total Comments	- 345	Men - 253	Women - 92
Total Favorable Comments	- 229	Men - 169	Women - 60
Total Unfavorable Comments	- 116	Men - 84	Women - 32

	<u>Favorable</u>		<u>Unfavorable</u>		<u>Total</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
A - Miscellaneous	103	46	68	27	171	73
B - Education	66	14	16	5	82	19

MA

October 3, 1930.

GENERAL (A) Miscellaneous

Interviews Analyzed	- 10,300	Men - 6,800	Women - 3,500
Total Comments	- 244	Men - 171	Women - 73
Total Favorable Comments	- 149	Men - 103	Women - 46
Total Unfavorable Comments	- 95	Men - 68	Women - 27

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Like Plant located out of smoky area.		1	
2. Enjoy smoking privileges in bridges, restaurant, etc.		19	
3. Like physical appearance of buildings and grounds.		10	26
4. Appreciate sale of merchandise to employees.		6	1
5. "Hawthorne Worker" or communism is ill-received.		8	6
6. Company considers employee suggestions.		3	
7. Satisfactory treatment by gatemen.			1
8. Improvement in building appreciated.		9	
9. "Lost and Found Department" renders a good service.			1
10. Western Electric better than its reputation on outside.		16	6
11. Appreciate privilege of voting on questions of policy.		1	
12. Not tempted by gambling parlors at outlying plants.		1	
13. Enjoy "Pioneer" activities.		1	
14. Have more room for recreation at outlying plants.		1	
15. Like non-union shop.		6	1
16. Western Electric name in movies gives feeling of pride.		1	2
17. Western Electric has a good name on outside.			1
18. Realize that watchmen are necessary.		1	
19. Long service employees receive proper treatment.		2	
20. Buildings kept in good repair.		1	
21. Comments of "interest."		16	1

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A - Miscellaneous (Cont'd)

	<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1.	Should be allowed to keep lunch at place of work.		1
2.	Should allow employees to smoke in departments where there is no fire hazard.	1	
3.	What is the relation of the work I do to the whole?	17	4
4.	Buildings or grounds in need of repair.	5	
5.	Should clean factory clothes.	1	
6.	Shop employees should have elevator service.	1	1
7.	Placement of machines not efficient.	1	
8.	Wants library branch at Homan Avenue Plant.	1	
9.	Parking space inconvenient for night workers.	1	
10.	Should have smoking rooms.	7	
11.	Years of service do not receive credit due.	8	3
12.	"Damp" condition exists.	2	7
13.	Closed gates cause inconvenience.	4	
14.	Should have music at work.	2	
15.	Need rest room.		6
16.	Night telephone service inadequate.	2	
17.	Company should sponsor housing of unattached employees.		1
18.	Plant located too close to city.	1	1
19.	Department social or charitable activities should not have compulsory air.	2	2
20.	Should be able to buy merchandise at out-lying plants.	1	
21.	Should install exchange library.	1	
22.	Buildings have appearance of jail.	2	
23.	Entrance passes not durable.	1	
24.	Some articles in "Hawthorne Worker" are true.	1	
25.	Not informed on how to purchase merchandise.	1	
26.	Pay no attention to employee suggestions.	2	
27.	Outside restaurants should be checked by Health Department.	1	
28.	Should close up gambling houses.	1	
29.	Why do Telephone Company employees get cheaper phone rates than Western Electric employees?	.	1
30.	Unsatisfactory treatment by gatemen.	1	

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GENERAL (B) Education

Interviews Analyzed	- 10,300	Men - 6,800	Women - 3,500
Total Comments	- 101	Men - 82	Women - 19
Total Favorable Comments	- 80	Men - 66	Women - 14
Total Unfavorable Comments	- 21	Men - 16	Women - 5

	<u>Favorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Sorry to have left school prematurely.	8		
2. Would like or intend to continue with schooling.	19	5	
3. Attend school to improve English.	3	3	
4. Would like or intend to attend school to improve English.	3	1	
5. Ignorance breeds discontent with working situation.			1
6. Would like but could or can not afford education.	5	2	
7. Would like to learn a trade.	6		
8. Attend school to increase opportunities.	10		
9. Would attend school if given job which would warrant it.	3		
10. Completing education by attending night school.	4	2	
11. Education has given new opportunities.	1		
12. Educating self at home.	1		
13. Wants son to have better education.	2		
14. Sorry not to have studied for type of work liked.	1		

	<u>Unfavorable Comments</u>	<u>Men</u>	<u>Women</u>
1. Too old to go to school.			1
2. Feeling of antipathy between college and other men.	1		
3. Education not a direct aid at work.	1		
4. Do not have time to attend school.	4	1	
5. Unable to attend or continue schooling.	2	1	
6. Education unnecessary for present type of work.	2		

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B - Education (Cont'd)

<u>Unfavorable Comments (Cont'd)</u>		<u>Men</u>	<u>Women</u>
7.	Too tired to attend school.	2	
8.	Company should educate employees for other jobs.	1	
9.	"Put off" going to school.		2
10.	Didn't follow line of work that was studied.	1	
11.	Studies taken did not lead to job wanted.	1	
12.	Want proper educational guidance.	1	

LIA

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TYPICAL COMMENTS ON GENERAL

Miscellaneous

Favorable Comments

- A + 1 "The Plant is located in a nice section. The air is not full of smoke as most manufacturing districts are."
- A + 2 "I think the Company is trying to satisfy its employees at all times. It was very nice of them to allow smoking on the bridge."
- A + 3 "The yard is kept so nice. The flowers are nicer than in the park. I can look at them a long time and would not get tired of looking at them."
- A + 4 "You know a fellow never realizes there is such a volume of stuff bought here by the employees until he sees it piled up as it is on those trucks. I buy a lot of stuff here and a fellow sure can save some money by doing so. Of course, he has got to carry it home, but outside of that it is a good idea. I like to buy my stuff here because I know it is of the best quality."
- A + 5 "The trouble with some of the fellows working here, they believe that bunk they read in the 'Hawthorne Worker'. They had quite a write-up in that paper about my Department Chief and some of the fellows around here have an idea that was the reason he was transferred out of here."
- A + 6 "What I like about this place is that they are always willing to accept any suggestions that the men have to offer. The Company is fairly good to work for. That is, I mean the Company itself it could not be any better."
- A + 7 "Mr. X, the police officer at the door treats all of the girls so nicely. He is always smiling. He smiles at everybody."
- A + 8 "We have splendid working conditions here. Since we moved into the new building it has been a revelation to us all as everybody has taken on new life and a new interest in the work. When I come home now even my wife has remarked of what a change has come over me within the past two years and I believe it is caused by the new environment of the Plant."

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Miscellaneous (Cont'd)

- A + 9 "And I must give this place credit for having some honest matrons here. I lost a very valuable article one time just through my own carelessness, and never did I expect to get it back, but through the courtesy of the Lost and Found Department it was returned to me and I sure am never going to forget that kind deed."
- A + 10 "Before I started working for this Company I was always under the impression that this was a jail and a very bad place to work in, and that a man could not make a decent salary, but I have found out the difference since I started here. This is about as good a place as a man would care to work for."
- A + 11 "Some time ago we were given the privilege to vote on the question of short hours and six nights a week. Most other places would tell their employees what they wanted and the employees would have nothing to say about it."
- A + 12 "One good thing about this place is that there are no pool halls or gambling parlors around here such as they have at Hawthorne. A man likes to go out at noon and at Hawthorne we had no other place to go but in pool halls or gambling parlors and generally they got all your money during the noon hour. Here we have no temptation of that kind."
- A + 13 "I belong to the Pioneers. I think it is a good idea because you get acquainted with all the old timers."
- A + 14 "This place has its advantages over the main plant. We can go out here at noon and play ball and get some exercise while at the main plant you have no chance in the world. There wasn't room for anything like that and we were cooped up all the time."
- A + 15 "In this place a man doesn't have to belong to a union. On the old job I had to belong to a union and pay a few dollars dues each month. I don't like the union very much. There is too much graft in the union. A bunch of crooks run the union nowadays."
- A + 16 "Here's another reason why I like my job, that may seem quite foolish to you. Perhaps you've seen some of it yourself. A lot of the things I am making are used in movietones. And when I get to a moviehouse and I see Western Electric name on the screen I am so proud to know that I made a part of the apparatus that is making that a talking picture."

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Miscellaneous (Cont'd)

- A + 17 "I don't know but I think Western has a better name than any other factory because when you tell anybody you work for the Western and they never worked here they looked surprised. I suppose they hear other people talking about it that it is a nice place."
- A + 18 "The Western Electric is often called a jail, because of the coppers that they have here; but I don't know any concern where they make parts people can use at home that they don't have protection at the gates."
- A + 19 "With a big Company like the Western, you have a chance to get in some years of service. It is different when working with a small Company. Take it here, service means something."
- A + 20 "They never neglect repairs. Yes, and the buildings too. I worked in one place where the skylight fell in and it just missed me. That just goes to show how some companies will neglect things."
- A + 21 "My son has only one more year to go and he will have finished high school. This morning he asked me if I could get him a job at the Western. He told me he could probably get a job much easier if I would give him a pass. If I was to get him in here and he shouldn't like the job and maybe quit, I am afraid the Company would hold it against me. I like to work for this Company too well to have a matter like that happen."
- "This is an enormous corporation isn't it? They say it employs about forty thousand people, and of course, the Western is only one branch of the A. T. & T. These large corporations are difficult to separate. I never knew before that the Automatic Electric was a subsidiary to the Western until this vacation. A fellow had been working here only about three months and he got a two weeks vacation like the rest of us. He told me that he had been working for the Automatic and that he had come over here without losing his service."

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Miscellaneous (Cont'd)

Unfavorable Comments

- A - 1 "We aren't allowed to leave our lunches down here either. We must leave them in the main department upstairs. I like to eat a little at my rest period as I don't have time to eat much for breakfast as I leave the house pretty early and I like a bite to eat as soon as I can get it. I don't have time to go up and get a sandwich."
- A - 2 "I think the men should be allowed to smoke in departments where it would not be a fire hazard."
- A - 3 "I wish the Company would let me go into some other department so that I could see what they do with the parts that I work on. I worked in one place where they were very particular to see that every operator understood where the part on which he was working was used. They showed us all the new improvements and kept us well informed on what the Company was trying to do. I think I could be much more interested in my work if the Western would do this."
- A - 4 "They ought to fix the roof. It leaks all the time."
- A - 5 "I think the Company should take care of having shirts and overalls laundered. I don't mean that we should get this service gratis, but some arrangement could be made whereby a man could put his name and clock number on the package and the Company could have them laundered. This would save all the trouble of getting passos on the packages, lugging them home and after they are laundered bringing them back again."
- A - 6 "I think it would be a damned good thing if they would give the shop help some elevator service. Most of the shop help are pretty tired. It is pretty hard to climb to the fifth floor. Those elevators in the front are not open until eight o'clock."
- A - 7 "Our department is laid out in sections according to the size of the machines. On some of our work we have both light and heavy machine operations. These parts have to be trucked from one section to another. I think if the machines were so placed that the parts could be finished in one section a great deal of time would be saved."

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Miscellaneous (Cont'd)

- A - 8 "I think it would be nice if we had a branch of the library in this building, especially technical books."
- A - 9 "The parking space for machines is not very good here for the night men. In the morning everyone has to go out one gate. There was a gate on the other side of the plant, and that is the one we have to use. It is quite out of the way."
- A - 10 "There should be a place provided inside the building where a night worker would be allowed to smoke during the lunch hour."
- A - 11 "I like to work for this Company, and the only thing that I wish for is that they will let me finish the remaining few years in peace, instead of showing nothing but contempt for the service men, the way they are doing here. It seems as if they think that all of us old service men are in the way."
- A - 12 "And when it is damp in this building it is also bad."
- A - 13 "When I work nights I have to go all the way to gate ten and our department is located near gate sixteen. Don't you think something could be done towards having a gate man placed at gate sixteen?"
- A - 14 "I think it would be fine to have loud speakers around the Plant giving us music at different times during the day. I think it would help us do more work and then I think it would be something for us to look forward to also. You wouldn't have to talk so much to the fellow working next to you then."
- A - 15 "There is only one thing missing that I can see and I think the Company should have a large rest room for the girls where they could go in noon hour and eat their lunch or read, or lie down and rest. I worked for another large company and they had that there and it certainly did the girls a lot of good when they could rest at noon hour."
- A - 16 "One Saturday night, when I was working, my wife took sick. She was home alone and tried to get me on the telephone. There is no phone service on Saturday night, and she did not know what to do."

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Miscellaneous (Cont'd)

- A - 17 "One thing which I have thought a great deal about is:
I have often wondered why the Company does not build a home or a club of some kind where a girl that is an orphan or who has no parents in the city would be within walking distance of the Works."
- A - 18 "I must say I don't like the location of this Plant. It is too close to the city. I was born and raised in the country and I cannot get used to living in the city."
- A - 19 "I don't think when the department is having a picnic that the employees should be forced to buy tickets or called cheap if they don't. Many times people are not in a position to go to a picnic and why should they buy a ticket. I don't think anyone has money to throw away."
- A - 20 "Another thing you might add is that we don't get a chance to buy oils or paints and supplies from the storeroom #6200. The only way we can get things from the store out here is to send a man to Hawthorne and that is very inconvenient. I think some arrangement could be made so that they could make such cash sales here and have the stuff delivered here by truck."
- A - 21 "Another thing I think that this Company should install is magazine racks so that all employees can bring old magazines that other employees could take home and read as there are a lot of employees that cannot afford good books to read."
- A - 22 "The only thing I can see wrong here is that it seems just like a jail. The windows are away over our heads, and you can't see out."
- A - 23 "I was just thinking about these entrance passes. You know how it is, if a fellow carries them around in his pocket they get all sweated up and in no time they have to be replaced. I should think a badge would be better. It would overcome the necessity of replacing the passes every month or so."
- A - 24 "Do you ever read the Hawthorne Worker? Do you know a lot of the things in that paper are true? I remember reading an article a short time ago about the Company wanting to give three hundred dollars to the widow of a man who had been killed here at the Company. That is a pretty bad state of affairs I think."

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Miscellaneous (Cont'd)

- A - 25 "One thing I would like to know is how you go about buying things through the Company. I often wanted to buy oil, paints, alcohol, clothing, and other things and never could find any one to direct me to the right place. It is nice of the Company to sell those things to the employees at cost but they should have some way of letting them know how to go about it."
- A - 26 "Where my sister works now if an employee hands in a suggestion they give you credit for it. If it isn't used why they encourage you to hand in others. When you hand in a suggestion here nothing comes of it. And they get pins, rings, and all sorts of things like that for good suggestions. They ought to have an office here where a fellow could go and talk over any ideas he has. I don't imagine they got very much in that box down near the Hawthorne Office. New fellows bite when they come along and think it will get them somewhere but I don't believe it does."
- A - 27 "I think the Company should get the Health Department to check up on the restaurants across from the Plant. I know several fellows who got sick after eating there."
- A - 28 "The Company ought to try to close up these places where the men go and shoot dice and play these punch boards. I don't play them myself, but I have seen men go in there and lose their check in about fifteen minutes and maybe they have a wife and family at home waiting for them and when he gets there he is broke and the rest of them have to suffer."
- A - 29 "I asked her why it was that all the employees working for the Telephone Company got their 'phones much cheaper. I said that we employees at the Western Electric insulated the wire and made the telephones and that we were all one Company. Nearly everybody at the Western Electric has shares, I can't understand that."
- A - 30 "One time I was home sick and the nurse came out to my house and told me if I felt all right to come down the next day. When I got up the next day, I felt rotten; but it was a nice day, and I thought I'd feel better so I came down. I thought I could get in at the gate at the Belt and I pulled up there and I told the policeman or watchman how I felt and that I wanted to go to the hospital. He looked at me and said, 'You will have to go around to gate one.' I asked him why, and he said, 'You heard what I said.' The way I felt and you know how Forty-eighth Avenue is --well, I had to go to Gate 1, but I could not see why."

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Education

Favorable Comments

- B + 1 "I made the biggest mistake of my life when I left school. I was kind of mixed up with my studies at the time. I was very much interested in mechanical drawing and I put all of my time on that subject and let the rest of them slide. As I look back now, it would have been best for me to finish school and I am sorry I didn't do it."
- B + 2 "I went to High School two years. I quit like lots more and it is too late to go back now. I am going to take up night school and finish up."
- B + 3 "I study at Morton High School and am learning English. I think that is what every foreigner needs. If you cannot talk English you cannot get a better job. As long as I learn how to talk English better, I am sure that I will be able to get a better job. I've been going to night school for two years now. I was too young to go to school when I left here with my father. The only thing I could talk was German."
- B + 4 "I would like to get on days so I could go to evening school and learn how to speak English better than I do now. I was born in this country but my parents moved to Europe while I was very young and that is why I am not able to speak very good English."
- B + 5 "Really I just wish too that the Company would have some sort of a school here, where they could educate some of these people around here so as to make them realize how well off they are. If they had a little more education they would know how to appreciate a good thing when they have one. Believe me, I've been through the mill and I know how well off I am, and it makes me so angry to see how ungrateful some people are."
- B + 6 "If I could afford to take electrical engineering, that is what I would like to take up but where am I going to get the money to pay for the tuition. That is the only thing that would interest me. It is the only work that I do like but I cannot afford to take it up, not on my present wages."
- B + 7 "I'd like to learn a trade. I am interested in any kind of machine work. I like to tear things apart and see what makes them go."

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Education (Cont'd)

- B + 8 "I go to night school. I've gone to Harrison High School for the last three years. This year I'm taking business mathematics; next year I want to take up algebra. I've had business English and mechanical drawing the other two years. I don't expect to be a polisher all my life. I hope to get somewhere in the future. I think there are plenty of opportunities here."
- B + 9 "If I get a different job I will study at night school, but not this job. I am not going to stand a job where there is no chance of getting ahead."
- B + 10 "I always did like school. I quit school just to help my dad out. He was getting old, and no one else seemed to care about work at our house, so I quit school and went to work. I have gone to night school ever since just to make up for it."
- B + 11 "I am pretty well satisfied with my job. I don't know why they sent me to the test 'lab'. It may be my being a high school graduate that has something to do with it; although I graduated from a small high school out near ----- Maybe they don't look up those things though. It may be that a high school is a high school and there is no difference between them. If that's the reason I've got the job I have now I am sure glad I finished high school."
- B + 12 "I work practically every night until seven o'clock. That helps my pay. I am studying mathematics grammar and general office work at home. My wife bought me several good books on these subjects and she helps me. She has a very good education."
- B + 13 "My greatest ambition is to save so that when my boy grows up I will be able to give him a better education than what his dad got."
- B + 14 "Yes, ever since I was a boy I have been mechanically inclined. I am sorry that I didn't study it while I was in School. Everyone thinks that I am handy with tools at home. For instance, if anything goes wrong with the washing machine, clock or sweeper I take them apart and it seems very easy for me to find the trouble. You take that wringer right over there, if that clapper should pull to one side it would be very interesting to tear it apart and experiment on it. I know very little about magnetism but I bet I could soon find the trouble."

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Education (Cont'd)

Unfavorable Comments

- B - 1 "I can understand English but not the high words. I was ashamed to go to school because I thought I was too old, and at home they laughed at me."
- B - 2 "One thing they take all college graduates and put them on chasing jobs. I suppose it's because they have to meet so many people, and college graduates probably know how to approach men better than other people. Those fellows have a hard time. They go out and get a promise on a job, and then it's up to us output clerks to keep that promise for them or they'll get what they call a fall down. I know one thing, when they come to me for any information, I give them just as little as possible. I won't be friendly with any of them. There is always a clash here between the college men and the other men. I know they don't get any too much information from me. Of course, I have to answer their questions they ask me though, and if I didn't give them service, they would go right up to my boss and tell him. Then I would get bawled out."
- B - 3 "What you learn in school and what you learn in an office are two different things. You've got to pick up lots of things yourself."
- B - 4 "I went to school nights at high school several years ago. I learned to read blue prints and run a lathe in a machine shop. When I was single, I did not work hard, and I had time to go to school. Now, I don't have time."
- B - 5 "We are working overtime. I can't go to school now. I would like to go to some, but when I work until six I can't make it. I live away on the South side, and by the time I get home, wash, dress, and ride to school, I am late. They let us off at six o'clock when we are going to school but I can't even make it by getting off at six. I couldn't get there on time."
- B - 6 "I would like to mention something else that seems unreasonable to me. I said, they stress education, which in itself is a good thing. But the funny part of it is, this is no place for an educated man. I don't care what job you hold in this Plant, whether it is an ordinary bench hand job, or one of the minor supervisory jobs, you will find it is the same routine all the time. You have to do the same thing over and over day after day. It is deadening. A man with an education needs stimulation. His mind is always groping out for something new and he is sure to be disappointed if he ever stays

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Education (Cont'd)

here very long. That doesn't apply to engineers and scientific men. They are given a chance to do most anything."

- B - 7 "There are lots of things that a fellow likes to do, but I really haven't had the education for most of it. I went to Lewis for two years, but I got so tired at night and got home so late that I gave it up."
- B - 8 "I was thinking why the Company could not have classes of men to go around at night for a few hours just the same as going to evening school. I would like something like that because I believe it would be rather interesting and if the Company ever needed a man for any one of those departments they could always have some experienced men to choose, and I think it would benefit the Company a whole lot. Then they pay these students their average earnings, I believe, for one or two years while they are learning. Why should the Company do that when there are lots of young fellows who would be willing and eager to do that kind of work evenings for no pay at all. I would take a chance like that any day and I feel that even if I never did get a good job out of it I'd be satisfied with the experience that I had gained."
- B - 9 "I had planned to go to school, but it don't seem that I can get started for some reason or other. I do a great deal of reading, and I am living at home with my mother. I do not like to go away very much in the evening."
- B - 10 "I took an architectural course in high school. I had some mechanical drawing and physics along with other engineering subjects. Then I worked with an architect three weeks after I got out of high school. I didn't like the men personally, so I quit. Working at a desk all day doesn't appeal to me very much, and that's what you have to do on most architectural or drawing jobs."
- B - 11 "Last year I took a course in ---- thinking I might land a job installing, but I heard later that the Company doesn't install any of these machines, that union men do that work."
- B - 12 "I tried getting information from my foreman as to what schooling would benefit me more in my work, but he would not tell me what I could take up in connection with my work. When I got my two year certificate, the General Foreman spoke to me and asked me how I was getting along, and lots of things of that kind. I asked him what I could take up to better myself. He advised me to take up English. Now, I fail to see where that would help me any in cable forming."

MA

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

MM

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. . ."

MM

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."