

THE EXPERIMENT IN
PERSONNEL COUNSELING

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AGE

<u>Dept.</u>	<u>No.Int.</u>	<u>20 and Under</u>	<u>21-25</u>	<u>26-30</u>	<u>31-40</u>	<u>40 +</u>
2218	36	12	13	2	2	7
2219-1	11	--	5	6	--	--
2213	8	3	1	4	--	--
Total	55	15	19	12	2	7

SERVICE

<u>Dept.</u>	<u>No.Int.</u>	<u>Less Than 1 Year</u>	<u>1-5</u>	<u>6-10</u>	<u>10-20</u>	<u>20 and Above</u>
2218	36	23	3	1	6	3
2219-1	11	--	5	--	6	--
2213	8	3	1	2	2	--
	55	26	9	3	14	3

November 18, 1936

The distribution of women in Department 2218 by age is as follows:

<u>AGE</u>	<u>PERCENT</u>
Over 50	1.61
40-50	3.07
30-40	18.28
29	4.30
28	5.91
27	3.76
26	5.37
25	4.30
24	4.30
23	4.83
22	3.22
21	9.67
20	9.67
19	11.82
18	5.37
17	.537

The largest single age group is 19 years followed by 20 and 21. Next is 18. This shows *consistently* that a large number of young girls are employed in the department. The group is scarcely more than ~~eleven~~, consequently the use of leisure time for these people is of an unusual importance.

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COMMENTS ON INTERVIEWS IN THE STATION APPARATUS SHOPS

Departments 2218, 2219-1 and 2213-1.

In 55 interviews with women the following observations have been made often enough to make them significant.

The social relationships of the women employees are very noticeable and they seem to mean a great deal to the women. The significance of this social situation is illustrated by the first remark of so many of the girls interviewed, "It is so nice working here because you meet so many different kinds of people and get acquainted with so many." The rest periods and lunch hour thus play an important part outside of just relaxation. Due to the noise in some parts of the building, conversation during working hours is next to impossible, but during rest periods almost everyone has a special group. Very often these groups are not working groups; that is, they do not consist of those from the same benches. Since the majority of women interviewed are short service employees, it is largely their attitude which is brought out here. This attitude is evidenced especially when the new employee is in the minority, perhaps being the only one or one of two or three at a bench with fifteen or twenty old timers. The newer ones may try to carry on a conversation at first, but they soon learn and it usually ends in little or no social contact between the two groups. The most often heard expression is "Oh the old timers don't want to bother with us new ones." There is some indication that the long service employees resent the coming in of the younger because the latter are doing the same job and in some instances it is even known that they are doing a more efficient job than the older ones. This does not meet with the requirements long established of the group as a social unit.

There is a complicated situation existing between the supervisors and the women employees. The supervisors feel it as much as the employees do. A number of supervisors have remarked to me that it is hard to pay attention to any particular girl's work without the rest of the group's thinking that he is playing favorites - or even attaching a more personal significance to it. The girls' situation, on the other hand, is just as difficult. There are a number of reasons why it is inconvenient for a girl to approach a supervisor with any questions other than those dealing directly with her present job. During actual working hours it is a little hard to leave a bench though personal time is allowed and utility girls provided when requested. Then during the rest periods and lunch hours the presence of other people - especially men - around the supervisors tends to discourage any question of a personal nature or one which might involve a discussion. Apparently the employees - particularly the new ones - have a fear of being misunderstood; that is, that the supervisors would think they were complaining. This is evidenced by many interviews in which occurs repeatedly the adjuration, "Please don't

think I'm complaining. I was just wondering about this but I didn't want to ask my boss because he might think I was kicking. I really am satisfied but I just wanted to know about this."

This leads to the observation that the employee often feels that her supervisor has not the time either to get to know her or to help her out if she should feel free to ask about something outside the regular routine of work. Several women have expressed it thus: "Our boss has changed a lot. He used to be very nice to us. Now all he cares about is getting more work out. So he's always yelling at us." This is not said of all the supervisors. Of some of them the girls say that they are always talking to them and making the girls feel as if they really knew them.

However, in one sub-department, there is an instructress who seems to take the place of the supervisors in personal contacts which are made with the employees. She is in no way a supervisor but the girls feel that she is someone they can go to when they need information or advice. As she explained to me, there may be any number of instances when a girl may have a personal question which she would not take to a man supervisor unless there was no other way out of it. The girls feel that _____ is more or less on their side and one of them. It has been mentioned to me that the departments which have no such outlet for the girls fare badly with their women employees, and several times it has been suggested that if some woman could act in the same capacity there, everyone would be better off.

Regarding the December 1st rerate, there are various attitudes. All of the employees in the three sub-departments are on day work. There seems to be a rather general dissatisfaction among the longer service employees. The two cent raise which many of them received was not what they expected and as one employee put it, "Why - the raise I got - I might as well give it to charity." But in addition to the fact that the raise did not come up to expectations there is another factor - the comparatively new employee. In the Handset Department of the Cable Plant, most of the new employees have been receiving a \$.03 raise after three months and another after six months of service. Since they started at \$.40 an hour, this meant that at the time the December rerates were made out many of the employees with less than a years service were making \$.46 per hour. On the other hand there were many women some with as much as 15 years of service who, at the time of the rerate, were making as little as \$.48 and \$.49. There is a background setting here too. During the depression a number of women employees on piece work were given the choice of being laid off or being moved to the Cable Plant and being cut to \$.40 per hour. They chose the latter and from reports worked willingly and just as hard at the new rate as they had at their former higher rate. Many of these women are still working there and since the number of jobs of a higher grade than that of bench hand was and still is less than the number of employees who merit them there is an irreconcilable conflict between service and job

performance. As one long service employee put it, "I suppose that when the new operators are doing the same job as we are they should be paid the same. But it just seems funny for a girl who has been here six months to be making almost as much as we are when we've been here 10 years. We're both doing the job about as well as it can be done - and both trying hard; so as long as there is no better job for us old timers to do - something that would need our experience - why shouldn't we be paid a little more?"

The new operator may look at the old timer working on the same job and think that the difference in pay is unfair. Yet the new operator inconsistently expects to get a raise after just a few months and to keep getting more even knowing that anyone's efficiency of production has limits. Furthermore, while the new operator may at the present moment feel the discrepancy in pay to be unfair, the effect of seeing an old timer making the same pay would be even greater dissatisfaction. As one supervisor put it, "I really think there will be a labor turnover in departments like this one. New operators look at the old timers who are making only a few cents more than they are and think "am I going to have to work 5 or 10 years more to be making just two or three cents more pay? These youngsters have come to expect too much."

What has happened in the Handset Department is that the new operators were given substantial raises very quickly. While these raises were not considered general, they affected enough of the \$.40 employees to make them believe that they could expect raises at three month intervals. The difficulty of explaining to every employee that their first two raises were merely to bring them up to a piece work level on day work, is evident. They expect the raises to continue or at least will be extremely disappointed if they do not, and since these employees constitute such a large group, (78 or 41% of the girls in Department 2218 have less than a year's service) an appreciable dissatisfaction might be the result.

There is quite a bit of job trading going on. The girls seem to welcome the opportunity to do this. In some cases it seems to be sanctioned and in others the girls have to do it on the sly. It helps a lot they say to relieve the monotony. This job trading usually takes place on a conveyor but is found sometimes in a group on a bench where each one is doing a different kind of work.

The employees very often express the feeling that it is nice to know that the Company cares what they think about and also say that they enjoy being able to talk to someone. Almost all of those interviewed have voluntarily gone into their own personal problems in a conversational manner rather than with the idea that maybe something can be done about them by the interviewer.

Another fact which has stood out among the data gathered from those already interviewed is that employee representation is not very effective among the women. Many girls have remarked that they wouldn't want to take something to an employee representative because they wouldn't know quite what he might think. This might be an attitude common only to the newer employees. Others have said that it

is harder for a girl to go up to a representative during spare time because he is around a group of men. Still others do not know who the representative is and would have no idea of his function. They might know in a vague way that he is a part of a plan of representation, but it seems not to occur to them that he is the place where they should take some of the problems. A number of them mentioned that they read the minutes for the last meeting and they noticed that Mr. S., their representative, had introduced a number of points, but they didn't know how the points were started or who started them.

A great many of the employees have expressed the opinion that they ought to be allowed a tour of the Plant. "We see lots of people coming through, and we work here and probably don't know so much about it as they do."

One of the values of the interviewing program already, it seems to me, is the attitude of the employees toward it. Over and over again this is expressed in such statement as "You mean we can just talk like this as long as we want to? Well that makes you feel as if the Company really cared something about you as a person."

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REVIEW OF EXPERIENCE IN CONNECTION
WITH THE PERSONNEL COUNSELING EXPERIMENT

Early in January, 1936, at a conference in which the subject of Industrial Relations was being discussed the following question was asked the Industrial Relations people who were present, "If you were to devise a personnel program which would take into account all of the factors which your research in this area shows to be significant, what sort of a plan would you recommend?" The answer to this question was the personnel counseling experiment. In framing this experiment, which will be described later, there were two separate questions which had to be answered. The first concerned the objectives to be achieved. The second question was that of devising a plan for achieving those objectives. Inasmuch as an understanding of the plan worked out depends upon an understanding of the objectives in view these will be outlined first.

The Purpose of Personnel Counseling.

Our research in the field of employee relations began in 1927 and continued until 1932. From that work, which included the various test room studies, the employee interviewing program and the Bank Wiring Observations Room, certain conclusions were reached which suggested the need for a more adequate personnel program. Although it is impossible to discuss these findings here in any detail, there were two observations which seemed of particular importance. The first is that the problem of employee effectiveness is inseparable from the employees total situation. Each individual employee in a department has experienced a personal history which makes his situation unique. At work all of these individuals are expected to measure up to fairly uniform standards of output, quality and general conduct. The

individuals who fall away or fail to measure up to these standards become problems to their supervisors. The question here is what should the supervisor do with these people? Some of them may be brought into line through the application of pressure but with many people such tactics will fail because many of the factors which make for inattentiveness and lowered efficiency are beyond the individual's conscious control. The intelligent procedure is to explore the individual's situation, determine the source of his difficulty and then attempt to act in accordance with that diagnosis. While some supervisors may be qualified to do this sort of a job, in practice few of them have the time to devote to it. An added limitation inheres in the supervisor's social relationship with the employee. This is necessarily an authoritative relationship and such a relationship makes the employee reluctant to discuss his situation sufficiently frankly for a thorough appraisal of it to be made. Here, then, is one set of problems which can best be diagnosed by skilled interviewers outside of the usual lines of authority. There is a very real need for an impartial, non-authoritative agency whose function is that of interviewing employees, diagnosing their problems and where necessary, counseling with the supervisor regarding his methods of supervising these people. In planning the personnel counseling experiment this was regarded as one of the important objectives to be achieved.

The second important observation arising from the research mentioned is more difficult to state. During the later phases of the research program the investigators were struck with the fact that the picture of the work situation which they obtained from their detailed observations of it was in many respects quite different from the way management assumed it to be. It was observed that many management

controls, particularly the wage payment structure, failed to function in accordance with the logic upon which such controls were based. Upon analyzing these situations further it was found that the employees had spontaneously elaborated an informal social organization within the formal framework of the Company. The function of these informal organizations seemed to be twofold. The first was that of providing the work group with a certain feeling of security. It appeared as though the employees were rather unconsciously attempting to protect themselves from real or fancied consequences of supervisory practices and technical innovations. Group restriction of output was one of the chief protective devices thus elaborated.

The second function of these informal organizations appeared to be that of providing the work group with those intangible social satisfactions which come from being an integral member of a closely knit group. Various kinds of leadership were also provided for by these informal groupings which were not defined in the formal organization of their work situation.

These observations as to the structure and function of the informal social organization existing at the work level suggested the second broad objective to be incorporated in the personnel counseling experiment. On the one hand, it was seen that the employees had many sentiments and feelings and that the employee's behavior and efficiency was controlled by these factors even more than by sheer monetary incentive. These sentiments pertained to such things as seniority, age, sex, workmanship, nationality, social responsibility, work history, occupation, and position in the group and extended to many factors in the immediate physical and social environment which

were symbolic of the status the individual had attained. On the other hand, it was seen that management frequently had to act in ignorance of these sentiments. The supervisory structure was not functioning to communicate facts of this kind upward partly because the importance of the material was not understood, partly because the lower level supervisors were of necessity so much a part of the work situation that they could not study it objectively and, in part, because material of this sort is difficult to transmit in a useful form. As a consequence management practices and procedures frequently collided with the sentiments of the employees with the result that the employees formed an informal protective organization against such practices. Stated in another way, it appeared as though management, using that term in its broadest sense, habitually acted as though the technical, economic organization of the Company was something apart from the social organization of the Company and that the one did not appreciably affect the other. These studies showed that the social organization is intimately related to the technical organization and that changes in one affect the other. These studies further suggested that the problem of collaboration and work effectiveness is essentially a problem of how no aspects of the total Company structure are related and kept in balance.

The problem here, therefore, appeared to be that of communicating a more accurate picture of the situation at the work level to management. In order to do this, however, it seemed that here again an outside agency skilled in the techniques of interviewing and observation and familiar with the methods of individual and group analysis could function best. This therefore was stated as the second broad objective of the personnel counseling experiment.

To summarize, it was felt that in devising a more adequate plan for doing personnel work the following objectives should be kept in mind:

1. To study and obtain correction of problems pertaining to the individual.
 - 1.1 Where the problem is psychological to attempt to secure an adjustment by skilled interviewing.
 - 1.2 Where the problem arises from a defective relationship between supervisor and employee to counsel the supervisor indirectly regarding his supervisory methods.
2. To study and obtain correction of problems pertaining to the work group.
 - 2.1 To study the effect of management policies and practices at the work level.
 - 2.2 To communicate general observations, material which does not reflect upon any identifiable person, to management.
3. To conduct intensive studies of problems unearthed by the personnel counseling activity which seem worthy of research and development.

Outline of the Plan.

In order to achieve these objectives the following plan was suggested. A trained interviewer from the Industrial Relations Branch would be assigned to one or two sub-departments depending upon the number of people involved. This personnel counselor would spend his whole time interviewing the employees in his territory, contacting their supervisors, familiarizing himself with the employees' jobs and recording and analyzing his observations. His interviews would be conducted under conditions of privacy away from the employee's work and with a guarantee of strict confidence. The employee would be paid his average hourly earnings for time spent in the interview. The Personnel Counselor would strictly avoid taking sides on any

controversial issue and would at all times refrain from taking an authoritative position in his dealings with employees and supervisors.

This plan was discussed at a meeting of the Hawthorne Management some time in January, 1936. As a result of that discussion it was decided to try the plan out on an experimental basis in the Panel Apparatus Department of the Central Office Division. The next problem, therefore, was that of introducing the experiment.

How the Plan was Introduced.

Inasmuch as the success of the experiment depended upon its reception by the supervisors and employees, considerable thought was given to the problem of introducing the plan to them. The Division Chief, whose consent had been obtained for conducting the experiment in his organization, explained the program to all of the supervisors in his organization at one of their regular monthly meetings. In presenting the plan to them the Division Chief first outlined the ideas and development work behind the plan. He then described the plan in detail and introduced to them the man chosen to conduct the experiment. In his talk to the supervisors the Division Chief emphasized 1. That the Counselor would not assume any of the duties or responsibilities delegated to them; 2. That it was hoped that they would feel free to discuss their problems with him, and 3. That the Counselor would be extremely careful not to divulge information of a personal nature which he obtained through his contacts with them and their employees and which might embarrass them in any way.

The supervisors were told that the group chiefs would be expected to pass word of the plan around among employees. In presenting the plan to the employees they were asked not to give it too much

emphasis. They were simply to pass word along that the Company was trying out a new way of doing personnel work and that a "Personnel Man" had been assigned to the department who might be around soon to talk to them individually. The supervisor was to explain that the employees would be paid their average earnings for time spent in talking to the Counselor. Further explaining of the program was left to the Personnel Counselor in his contacts with the employees.

Reception of the Experiment.

No difficulties were encountered in introducing the experiment. On April 3, 1936, after about six weeks' work, a preliminary report (Appendix A) was issued in which the following summary of experience was made:

"In general, it may be said that these first six weeks' work indicate that the plan is beginning to satisfy a need that has been felt for some time by supervisors, employees, and employee representatives. The supervisors seem actively interested in the plan and, in several instances, they have said that they would welcome the assistance that the "Personnel Man" might offer in helping them to gain a more complete understanding of their human problems and in getting their thoughts and their problems up the line.

"With regard to the employees, it is sufficient to say that they are all as interested in the plan as they were in the Interviewing Program. They go out of their way to speak to the "Personnel Man" whenever he is in their section. They talk openly and freely of their problems and this in itself appears to be beneficial to them.

"In view of this experience, it is felt that the groundwork is being laid for a program that fits into shop situations without disturbing the work that these organizations perform and which at the same time can go a long way toward alleviating many of the problems industrial organization presents."

A second progress report which was issued on May 27, 1936, after thirteen weeks' work indicated that several new organizations had been included in the experiment. This extension was made as it was thought that our experiences in one department were not sufficiently representative of the Works Organization as a whole and we wanted a

better cross-section of both employee and supervisory reaction before any final judgment was made on the practicability of the program.

The investigator's impression of the progress made may be seen in the following quotation from the Second Progress Report. This report is included here as Appendix B.

"In addition to this expansion there has been considerable progress made in the experiment itself. The investigator feels that the values in the experiment are coming up to the expectations of it as described in the previous report. In other words, he feels very strongly that progress is being made toward creating a more harmonious work relationship among employees and between employees and their supervisors. In addition, this broader experience has resulted in a more definite idea regarding the types of problem that may be expected and the techniques that may be employed in solving them."

A special report, included here as Appendix C, which was issued on October 9, 1936, describing the attitude of short and long service employees, contains references to further developments in the experiment.

"Since the second progress report on the experiment in Personnel Counseling was issued on May 27, 1936, the personnel devoted to this project has been increased from one to five people. In addition to this increase in personnel, the experiment itself has been extended to the Station Apparatus Shops. Two people, one man and one woman, are at present devoting their time to interviewing employees in the Hand Telephone Set Division of the Station Apparatus Shops. Two people are working in the Central Office Division and one in the Piece Part Division of the Central Office Shops.

Inasmuch as the new personnel counselors have been working in their territories only a short time, it is impossible to assess the functioning of the plan as originally outlined at this time.... In passing it might be said, however, that the experiment is progressing satisfactorily and the counselors are especially appreciative of the cooperative spirit shown them by supervisors of all ranks. It is expected that this work will proceed rapidly now that the new counselors have gotten acquainted in their territories and have had some training and experience."

Since the above report was issued on October 9, the territory included in this experiment has again been expanded and the number of counselors has been increased to seven. The accompanying organization

charts (Appendix D) show the departments now included in the program together with the names of the counselors assigned to each department.

At the present time, although the plan is being carried on chiefly by new and comparatively untrained counselors, we have encountered no general reactions which conflict with the preliminary appraisal of the plan. A few questions have been raised by employees in places where there were unsatisfactory supervisor-employee relationships regarding the confidential nature of the interviews. In these cases strict confidence was promised and in all cases these promises have been respected. Also some supervisors have raised questions regarding the use of material which was obtained from their people and the value of interviewing employees whom they felt were contented. We were able in all of these cases gradually to overcome their fears and to assure them that the plan offered a safeguard against careless practices and, in the long run, would result in an increase in employee satisfaction.

The employee representatives have raised questions regarding the function of the counselor and the relation between his work and theirs as employee representatives. They were advised that our function was chiefly that of improving the relationship between the employee and his supervisor and of helping supervisors to understand employee problems. Also they were assured that we were not attempting to duplicate their function in any way, that we felt they had a real function to perform and that we would be careful not to do anything which might undermine their position.

These questions are significant in that they reflect the employees' respect for management's guarantee of personal security when administering a program which might easily be used as a "spy

system" or a means for gathering information which could be used as justification for open opposition to employee requests. The case with which we were able to overcome all outward resistance is sufficient indication of the real fundamental value of a management's sincere effort to understand employee feelings and to deal with them intelligently.

Illustrations of Work Being Done.

The counselors have now interviewed approximately 500 employees and have contacted about 160 lower level supervisors. In practically all of these contacts we obtain data which has an immediate value. These values will be discussed briefly under the following headings:

1. Personal adjustments.
2. Supervisor-employee relations.
3. Employee-Management relations.

Personal Adjustments.

Cases which fall in this classification range all the way from the employee who evidences normal drives for progress and advancement and who benefits by being able to talk over his personal affairs with an impartial listener to the neurotic individual who needs considerable personal attention to clear up the more fundamental disorders. The following case has been included as it illustrates the application of our point of view in working out a personal adjustment. This case is by no means typical of maladjusted employees but it does illustrate very well how the personnel counselor functions with this type of problem.

A Case of Personal Adjustment

In February of this year the assistant foreman called our attention to a problem which had been worrying him for some time.

He pointed to a man who was 48 years old and who had about 20 years' service, saying that he (the assistant foreman) had tried the employee on almost every job in the department and he was a failure on all of them. The employee was then working on one of the simplest jobs in the department and the supervisor was faced with the problem of either cutting his hourly rate, which was above the maximum of the grade, to the minimum of the grade, or moving him to other work.

The employee's work history is as follows: He was employed as an assembler and adjuster on small telephone apparatus from 1917 to 1923. He apparently was capable on this work for he was made a group chief in 1923 where he remained until the beginning of the depression in 1931. At that time he was considered one of the least efficient supervisors in the group and he was among the first supervisors in the department to be demoted when work became slack. He was then placed on the highest graded adjusting job in the department and the hourly rate which he had as a supervisor was not changed. A short time later it became apparent that he was not learning this work as rapidly as was expected and his hourly rate was cut.

Later he was judged a total failure on this work and was transferred to adjusting work in another department where it was expected that he would do better because he had handled the job satisfactorily both as a worker and a supervisor. Here again he failed to perform up to the standard, and so was transferred back to the original department.

At this time he was given a preliminary adjusting job which was graded lower than final adjusting and his hourly rate was reduced. Here he again failed to measure up to the standard and so he was tried on miscellaneous low grade assembly and wiring operations which ordinarily would be given to new employees.

While he was working on the preliminary adjusting job, a new piece rate and new labor grades were assigned to the department. In this situation it became necessary to have the hourly rates of all employees adjusted within the rate range of the new labor grade, and because of the new piece rate it was felt that considerable emphasis should be placed on keeping employees' hourly rates in line with the individual's contribution to the group. The employee's hourly rate was therefore adjusted to the maximum allowed on the preliminary adjusting job and when he failed to produce he was given a small cut. Later, when he was moved to miscellaneous assembly and wiring work, he was given another small cut. This was all grade 1 and 2 work, and the employee's hourly rate finally was adjusted to the maximum of grade 3 or \$.44 per hour. In this situation it was a physical impossibility for the employee to earn his money, and, to make matters worse, the employee's output did not compare favorably with some new employees who were hired at the minimum of the labor grade.

The above were the essentials of the problem as they appeared to the department when the assistant foreman asked our help. They felt that they had given the employee every possible opportunity to make good and that he had failed. They also were disturbed because he appeared to be drinking heavily and more recently because he was not at all cooperative.

Early in March of this year the Division Chief called a conference in which they practically decided to transfer the employee to a grade 1 job in another organization and to cut his hourly rate to the minimum of the grade. They proposed to explain that he would be given a last chance and that if he failed he would be dismissed. Our original interview indicated that the failure was because of a personal maladjustment and, as we did not believe that the proposed action was addressed in any way toward the solution of the difficulty, we asked that the transfer be delayed a few months, or until we had had an opportunity to make a detailed study of the case.

This study included interviews with the employee, a very thorough physical examination, several intelligence and vocational tests and a careful study of the employee's associates on the job, his supervisors and the mechanics of all of the jobs on which the employee had failed.

The interview showed an employee who was raised in one of the west side slum districts. The family consisted of two older sisters, an older brother, the employee and a younger brother. The mother died when the employee was very young and he does not remember her. The older sister managed the house. The father was a strict disciplinarian. The children were punished frequently and they were not allowed ordinary liberties. This was so pronounced that the older brother left home as soon as he finished school. The father was employed as a laborer until his death, which was shortly after the employee graduated from grammar school. The employee worked during vacation time while he was in seventh and eighth grades, and he found a steady job immediately after leaving school. He worked for several concerns until he enlisted in the army during the World War and when he returned at the age of 29 he was employed at Hawthorne.

During this time he formed a close relationship with his older sister who never married. She kept house for him until a few years ago when he moved to a hotel across from the Plant. This move was made during the period when he was having difficulty on the job, but he continued to contribute toward her support and still has a very loyal attitude toward her.

The employee's attitudes which stood out prominently during the first interview were:

1. Fear of the supervisors (foreman especially). Belief that they had it in for him. Feeling that they were watching him all the time. He could feel the foreman's eyes on him when the foreman was at the other end of the room.

2. Belief that his nervousness was a "shell shock" hang-over from the war in spite of the fact that he was in good health for years after the war and was not nervous until recently.
3. Fear of sickness. He had been under the care of several doctors who tried to convince him that he was all right. He took "nerve medicine" regularly four times a day. His closet shelf was full of pill boxes and cold cures. He wore a jacket on days when it was so hot that his shirt was wet with sweat. He talked of his health, his sister's health, boyhood friends who had terrible diseases. He went into a tantrum if the hotel room was cold or the department was drafty.
4. His only associate outside the Plant was a tubercular war veteran with shady character, and he did not see him often. Most of his leisure time was spent in his room with a cheap magazine. He also did not talk to anyone in the department unless they asked him a question.

The physical examination indicated that while he was slightly below par generally, there was nothing definitely wrong with him. There was, in other words, no apparent physical cause for this extreme nervousness or for this paranoid type of thinking. They advised regular exercises.

The Intelligence and Vocational Tests which were given indicated quite positively a low grade intellectual development, but they were not significant beyond that, because of the employee's extreme nervousness when they were given.

The employee's associates on the job felt quite sorry for him and while they believed that he had been given several opportunities to prove himself, they did not resent his being paid more than his share of earnings. On occasions they went more than half way to be nice to him.

The supervisors had definitely turned against him. At first they resented his being left on the job. They used him and two women employees to account for low group earnings. They continually aggravated him by demanding improvement and by comparing his output with new employees.

Our observation of his work showed considerable lost motion, lack of coordination in his efforts and periods when his attention was miles away from the job. His explanation of other jobs which he handled indicated the same sort of activity. Output records which we prepared from bogey sheets (his own record of output) indicated that he reported on an average of between only two and three hours out of eight on productive work. The balance of his time was spent on miscellaneous items upon which his efficiency could not be measured.

In the above it was evident that the interview needed to be addressed, first, toward directing the employee's attitude toward a more constructive relationship with his situation and, second, toward controlling the attitudes of others in the situation so that a personal adjustment would be possible.

We began by interviewing the employee daily until we had dissipated a good part of the emotional disturbance in his thinking. Then we limited the interviews to two a week and concentrated on helping him to think constructively about his work, his supervisors and associates outside the Plant.

As soon as we noted a definite progress in his thinking we began asking the group and section chief to talk about him. In these talks, the supervisors were encouraged to criticize the employee and they were asked to express their criticism in as much detail as possible. At no time did we offer any difference of opinion outside of the general statement that the employee's attitude had improved. This was carried to the extent that we did not object when the division chief called to advise us that the employee's hourly rate would have to be cut. This was six months after we began with the case. We only asked that the explanation be given to the employee in terms that would carry conviction to him. Later we attempted to assist the section chief in preparing a statement for the employee and in this conversation the section chief found his case very weak and apparently decided to do nothing.

This approach to the problem has resulted in the following change in the situation:

1. The supervisors are taking a genuine interest in the employee and they are helping him with encouragement instead of criticism. Both the group and the section chiefs are now taking personal credit for the improvement and they claim to have made arrangements to assign him to higher graded work in the near future.
2. The employee has increased his efficiency from between 60 to 70% to about 100%. There appears to be little lost motion in his activities on the job, and he appears to be getting a real feeling of satisfaction in doing his job better than the rest.

He is also very friendly with all of the employees both men and women who work near him, and he spends his rest periods talking with a group of employees who work in the other end of the room.

He has developed several close friends in the hotel and he occasionally joins a group playing pinochle. He has been keeping steady company with a girl whom he expects to marry. They plan to move to a furnished apartment. Due to her influence he spends several evenings a week at the movies and dances or with their friends.

About a month ago he quit spending money on doctors. He takes no medicine and says he feels better than he ever did. He has discarded the jacket that he was continually wearing and observes that he is no longer troubled with colds. This is interesting because he said he always had a cold about this time of year. The only remnant of the old attitude toward sickness is his excuse for marrying. He says a man of his age needs someone to take care of him.

From a social point of view, this employee is now in working equilibrium with his environment. His attention is on the job. The supervisors appreciate his efforts and the new employees respect his knowledge of the job, and the older employees are friends instead of sympathizers. The concentration of our efforts on a personal adjustment without taking into account the other areas, supervisor, associates and the job itself would have probably resulted in failure. The total adjustment depended upon work with the employee's attitude, the supervisor's attitude, his associates' attitudes and with assistance in studying the job and developing an appreciation of coordination of activities.

Supervisor-Employee Relations.

Maladjustments in the relation of supervisor to employee present an even wider range of problems than we find in cases of personal maladjustment. These range from supervisors who have habits that mildly irritate their people to those who have removed themselves so far from the employees that they have no appreciation of the more intimate employee reactions and in some cases have no desire to try to understand them. The following is a typical illustration of this sort of a problem.

A counselor noticed a group chief who appeared to be particularly satisfied with the job he was doing. He also observed that this supervisor was well informed regarding the technical side of his job but he was never observed talking to his employees. He always seemed to have a severe expression on his face whenever he approached an employee and his conversation was brief and abrupt. The counselor also observed that this group chief's superior was also a technically trained man whose interests were largely in that field and that the superior gave considerable recognition to this group chief while others who were more interested in human problems received no notice whatsoever.

The counselor's interviews with employees indicated that they were consciously restricting their output and several of them said that they hated to come to work. They also made comments such as "He never smiles;" "I guess he's got it in for me because he hates to answer a simple question;" "He reminds me of a neighbor who beats his wife;" "Sometimes he gets my goat so that I want to get up on the bench and scream."

These observations indicated that the counselor needed to spend considerable time creating a real interest in human problems and in building up a closer relationship, that is, one in which there would be a mutual understanding between the employees and the supervisor. The counselor is at the present time making progress in this direction by referring employees who have personal problems to discuss, to the supervisor and also by urging the supervisor to talk these problems over with him. This process is being carried out so informally and the change which is taking place in the supervisor is so gradual that the supervisor himself is not yet aware of a change in his thinking. Employees, however, have noticed the change and are beginning to show more interest in their work.

Employee-Management Relations.

Several questions have arisen during the course of the last year in which the personnel counselors' knowledge of employee sentiments proved useful to management. In addition to this kind of management information, two reports have been issued in which an attempt was made to present problems worthy of management attention. The first report is entitled "Attitudes of Short and Long Service Employees" and is included here as Appendix C. The second report which has relevance to this topic is "An Outline for Discussing the Labor Situation at Hawthorne" and is included as Appendix E of this report. Inasmuch as these two reports illustrate very well how this program can function to keep management informed of general problems at the work level, nothing more need be said about the subject here.

Problems Arising in Developing Personnel Counselors.

Our experience in introducing new counselors to this work has indicated that considerable training is necessary if they are to accomplish the objectives of this program. We find that it is relatively easy to train employees who have been carefully selected to take good interviews. The difficulty arises in making use of the material gained in the interview and in effecting the adjustments which are indicated. The usual tendency in a program of this sort is for the agency conducting the work to assume many of the functions and responsibilities formerly delegated to the Line Organization. This seems to be the human and natural thing to do. The tendency is, in other words, to conduct a study, identify certain problems and then get the parties involved together and tell them what is wrong. The approach we are following requires that the counselor assume no authority and that he show care in all of his contacts so that the relationships which already exist may be strengthened as the result of his activities. In this respect the personnel counseling program is somewhat at variance with the trend in Industrial Management. The trend over a long period of time has been toward setting up organizations within the Company and making them functionally responsible for certain aspects of the shop foreman's job. In this instance that would mean making the counselor functionally responsible for the human relations side of the job. It will readily be seen that this program could proceed in this fashion, and it is our opinion now that a good many supervisors would be glad to be rid of the worry connected with their personnel. However, it is because we feel that such a policy would eventually create frictions and antagonisms and thus in the long

run tend to weaken rather than strengthen the effectiveness of the supervisory organization, that we have insisted that the counselor act merely as a catalytic agent. This means that in addition to learning to interview and learning to interpret his material, the counselor must also develop a technique for getting the Line Organization to take the kind of action which he feels is desirable and at the same time create a feeling on the part of the Line Organization that they themselves are largely responsible for whatever accomplishments are made. It is this process which makes it so difficult to train new counselors. At present we are meeting this problem by having them discuss their interviews and any personnel problems with a senior counselor who is helping them interpret the material and who is approving any program which involves action. In these discussions the senior counselor is insisting that they work entirely from proven facts instead of hunches. We realize that this method may seem overly cautious and that it does not permit us to function effectively in cases where an immediate decision seems necessary to the Line Organization but this caution seems justified as it avoids many disturbances that might be caused if untrained counselors were given a free hand.

Plans for Future Development.

In view of the fact that every phase of the program is still in the developmental stage, our future plans must of necessity be tentative. We are at present occupied with training our present force which is to be increased as rapidly as suitable candidates can be found. It is hoped that we will be able to cover the Central Office and the Station Apparatus Shops by the end of the year. This means that we will need to add twelve new counselors and that we must

develop four senior counselors. This estimate is based upon our assigning one counselor to a shop department and a senior counselor to each division. It may be, however, that one senior counselor will be able to coordinate the work of all of the counselors assigned to a product shop. This problem will be studied as our program progresses and a more definite opinion can be given later.

At the present time we are also giving considerable attention to developing the research aspect of this program. We are now typing three copies of employee interviews which will be coded so that only the counselor who took the interview will be able to identify the individual from whom it was obtained. The counselor's copy will be filed in an organization file which also will be coded so that only the counselor will be able to identify the organization. From this file he will make studies of personal problems, he will compare employee attitudes in one group with those in another, he will try to understand these differences and in all cases of employee dissatisfaction he will try to work out corrective action whenever he finds a "problem situation" developing.

The second copy of the interview will be filed by occupation. This kind of a file seems to be particularly important at present because of our product shop set-up. It will be used in making cross sectional studies of, for instance, punch press operators who may be scattered throughout the Works. These studies will probably result in notations of differences in attitudes in certain locations which can be called to the counselor's attention and he can take action, whenever corrective measures are indicated. Briefly, this kind of a file will function as a control for the counseling organization itself as well as a means of supplying management with occupational data.

The third copy will be filed by interview numbers so that all interviews with any one employee will be assembled in one spot even though he is transferred to several organizations and even though he is employed on a variety of occupations. It will be some time before a file of this sort has a real value but as soon as a representative number of interviews are collected, studies involving variations in age, service, and nationality, etc., will be made as well as studies which are concerned with the movement of people from one organization to another as compared, for instance, with mobility within an organization.

The above outlines in general our thinking with regard to the future possibilities of the personnel counseling program. Briefly, we are looking upon it in the ultimate as an organization which will assist management, the lower level supervisors, and employees, in establishing and maintaining a working relationship which is based upon facts and a fundamental concept of the human as well as the technical needs of the industry as a whole.

ATTITUDES OF SHORT AND LONG SERVICE EMPLOYEES
BASED UPON DATA OBTAINED IN PERSONNEL COUNSELING

Since the second progress report on the experiment in Personnel Counseling was issued on May 27, 1936, the personnel devoted to this project has been increased from one to five people. In addition to this increase in personnel, the experiment itself has been extended to the Station Apparatus Shops. Two people, one man and one woman, are at present devoting their time to interviewing employees in the Hand Telephone Set Division of the Station Apparatus Shops. Two people are working in the Central Office Division and one in the Piece Part Division of the Central Office Shops.

Inasmuch as the new personnel counselors have been working in their territories only a short time, it is impossible to assess the functioning of the plan as originally outlined at this time. Instead this report will be confined to a discussion of the attitudes of the employees who have been interviewed so far. Inasmuch as 87% of those interviewed have less than one or more than fifteen years' service with the Company, we shall, for the most part, be concerned with the attitudes of these two groups. In passing it might be said, however, that the experiment is progressing satisfactorily and the counselors are especially appreciative of the cooperative spirit shown them by supervisors of all ranks. It is expected that this work will proceed rapidly now that the new counselors have gotten acquainted in their territories and have had some training and experience.

Number of Employees Interviewed

So far 122 people, 108 men and 14 women, have been formally interviewed. This figure does not include contacts with some fifty

supervisors, informal talks with employees at work, or follow-up interviews with the same employee. When the last count was taken, which was about August 1, there were 572 men employed in the ten sub-departments from which the men interviewed were selected. Inasmuch as the men interviewed comprise 19% of this total their attitudes should be fairly representative of this entire group. All of the women interviewed are in one sub-department. While fairly representative of the new employees in this sub-department the sample is, of course, much too small to be considered representative of all new women employees. Fifty, or 41% of the people interviewed have less than one year of service and fifty-six or 46% have over fifteen years.

Attitudes of New Men Employees

The attitudes of the new men employees cannot be understood apart from their background and training. As a group, those interviewed are fairly young, being in their early twenties. Nearly all of them are single and all but a few have had at least two years of high school education. The majority are high school graduates, and a few have had some college work. The impression of the counselors is that they are well above average in intelligence and ability. As a group they are very ambitious, curious as to what is going on about them and eager to learn all they can about the Company and possibilities for advancement.

In view of this background it is not surprising to find this group very preoccupied about advancement. Practically everyone interviewed has in effect remarked, "The job I'm on doesn't require any brains. Anyone could do my job. I certainly don't want to stay on that kind of work very long." Statements like these indicate that most of these young men regard their present jobs as the first step

in the ladder. This condition is reflected in the unusually large number of applicants for apprentice training arising within the Plant.

Without exception these people express themselves as being glad to be working with the Company and those who have worked elsewhere compare the Company very favorably with the companies they worked for previously. In other words their demands for advancement do not imply criticism of or antagonism toward the Company or their supervisors. They are simply seeking to satisfy demands and ideals which have been instilled in them by their families, schools and general social environment.

Although these new people have not yet become at all pessimistic about their future it is quite possible that they may be in a few years. In fact the personnel counselors feel that one of the chief supervisory and personnel problems in the near future will be that of handling the demands of this group for social mobility. Perhaps the normal expansion due to improved business can meet the demands of those who are now in the Company's employ. If the Company continues to hire a large proportion of high calibre men, however, it is quite likely that we shall have to face the problem of adjusting these deeply rooted and socially determined demands to the actualities of the work situation. This would be a difficult process and at best could not prevent considerable frustration or labor turnover.

Wages, for this group, seem to be of secondary importance to advancement. None of them has voiced a serious complaint about wages. The complaints which have been received relate chiefly to differences in rates of pay for the same kind of work. The following statement is typical of these complaints: "I can't understand why X is getting

more money than I am. I have been here as long as he has." Opinions to the effect that they would earn more for the same amount of work under piece work are also encountered, particularly among those who have friends or relatives in piece work departments. In connection with the subject of wages it may be of interest to note that in one location where a general increase in hourly rates was recently made few of the men interviewed voluntarily mentioned the subject. When questioned they all say they were glad to get it but the investigator's impression is that they were not much affected by it.

At first it may seem puzzling that these people who express great interest in advancement and wage differentials show so little enthusiasm over the general increase in hourly rates. If regarded in the light of their personal background, however, it will be seen that this is the kind of reaction one might expect. It would seem that to the great majority of them this raise, while welcome, did not mean advancement. In the first place it was general and therefore did not imply any differentiating or singling out process. Inasmuch as the chief social process involved in advancement is that of differentiating the individual from the group it can be readily understood why this general increase did not mean advancement to them. Following this same line of thought we also have an explanation as to why they do seem interested in wage differentials. These differentials serve to separate people out and therefore carry social significance to the employees. Any difference of this sort therefore may serve to light up preoccupations concerning advancement and questions as to why the differences exist are likely to be raised. In other words the same factor, preoccupation over advancement, lies back of both these apparently dissimilar phenomena.

In addition to the fact that the raise was general and therefore undifferentiating, the employees' attitude toward it could also be understood in light of the fact that these young men are no longer boys. They are adults and many of them are making plans for marriage and other responsibilities of adulthood. It is quite likely that few of them regarded this raise as a very big step toward fulfilling their social and financial prerequisites for an independent adult life.

Attitudes of New Women Employees

Judging from the admittedly inadequate sample of eleven new women employees interviewed, the situation with them seems to be quite different from the men's. Like the men, they indicate that the Company compares favorably with other concerns for which they have worked. Unlike the men, however, they express little interest in advancement. Most of them say that their work is fairly interesting and not difficult, and they feel that the Company pays very well. Most of them expressed surprise and pleasure over the recent raise they received. Others, when questioned, did likewise.

The average education of the women interviewed is a good deal lower than that of the men. The majority of them have had no high school training. In their interviews they tend to talk about personalities, social events and purely personal problems. Most of their problems are such that they do not feel like talking about them with their supervisors. Several of the women have expressed a desire to know more about the Company's Benefit Plans, the Building and Loan Association and the Hawthorne Club Evening School.

One of the most interesting things about this group is the fact that although not particularly interested in advancement they seemingly were much more enthusiastic over their raise than the men were. Perhaps the reason they were so pleased is to be found in the very fact that they do not expect much in the form of advancement. Their thoughts and interests are in the immediate monetary return on the job. Any additional amount pleases them because of its immediate value and use. The men, on the other hand, instead of assessing the raise in terms of articles to be purchased by it, tend to project it against a huge chart of their future and of their ideals, in comparison with which it seems small and less meaningful.

Attitude of Long Service Employees

Fifty six or approximately 45% of the 122 employees interviewed have 15 or more years of service. These employees fall into two distinct groups: Those who were formerly supervisors and those who were not. For purposes of clarity the attitudes of these two groups will be described separately. In presenting this material care has been taken to present it essentially as it was received from the employees. It therefore represents only a statement of employees' thoughts and feelings. These attitudes are sufficiently general, however, so that they may be considered typical of the groups described.

Ex-Supervisors

Twenty-one of the long service employees interviewed are ex-supervisors. Of this number three have made a satisfactory adjustment to their present status, three have made a fair adjustment and the rest are quite open in their complaints. Of the group who have made a satisfactory or a fair adjustment little need be said as they either

believe that they will go back to a supervisory position soon or they believe that they have fared better than most ex-supervisors during the depression and are therefore satisfied to let well enough alone. Those who are satisfied to let well enough alone are people to whom an optimistic attitude comes naturally and, while in most cases the demands made on them at home are not as strong as among most of the dissatisfied employees, their general feeling of optimism can be attributed almost entirely to their ability to make favorable comparisons between themselves and others.

As the attitudes of the dissatisfied group of ex-supervisors are very closely connected with a series of events which occurred during the depression and with what they considered management's policy to be prior to the depression, it may be well, first of all, to summarize their interpretation of these events.

Speaking generally, it may be said that this group feels that a major shift has occurred in management's policy and in management's attitude toward them. They feel that, particularly during the last year or so, more and more emphasis has been placed upon efficiency to the neglect of other factors, such as service and former status, which mean a great deal to them. In support of their contention that a shift in Company policy with respect to personnel has occurred, they usually make the following observations.

Prior to the depression, during the years while these employees were supervisors, they observed that many increases in hourly rates were made which, in their opinion, were not warranted strictly on the basis of efficiency. They interpret this to mean that the Company, at that time, recognized other factors besides sheer efficiency as worthy of

monetary recognition. Later on, when the depression came and they were all demoted, they still saw nothing in management's actions which they could construe as being incompatible with their original interpretation of the Company's policies. At that time they were, in many cases, offered a choice of several high grade jobs, and in some cases they were assigned an hourly rate which, even though outside the rate range for their jobs, returned them a wage equal to their old supervisory rate. To them these actions meant not only that their service was being rewarded but also that management felt they deserved special consideration because they were formerly supervisors.

The first suggestion of a change in policy, they feel, came when they were informed that in justice to other employees in the group, their rates would have to be adjusted to the maximum of the grade. Following this announcement many rates were so adjusted but, and to them this is important, not all of them were adjusted nor were the complete adjustments made at one time. The fact that all of the rates were not adjusted signified two things to them. First, and most important, it reflected a confusion between announced policy on the one hand and practice on the other. It reflected a departure from the logic given them for making the reductions and they began to doubt the sincerity of that logic. Secondly, it raised doubts in their minds as to the criteria actually used in deciding who should and who should not have his rate reduced. The fact that the total reduction was not made at one time only served to increase their doubts and to add to their uncertainty. For, during the time these piece meal reductions were being made, they were never at all sure of what would happen to them at the next revision period.

The final stage in this process of growing confusion and disillusionment, according to the employees, came when employees whose rates were still outside the labor grade were advised that their rates would have to be cut. Among those who were thus affected were some of the more efficient employees in the group. These people were cut even though the entire group of their associates felt that they were doing their best and looked upon some of them as the most efficient employees among them. In effecting these adjustments some employees were in effect told, "Your rate is \$.06 over the maximum of the grade, but as a reward for service, it will only be reduced \$.03." In informing them of these reductions, the supervisors stressed efficiency and the need for each individual contributing a fair share toward group earnings. In some cases the employee was told that his rate would be reduced again if he did not improve his output. In talking to the personnel counselor these people are positive in their claims that they are doing all they can and therefore feel that all the future holds for them is another rate reduction.

This last sequence of events has affected those employees who, although they had many apprehensions before, were not vitally affected until that time. It also tended to add to the qualms of the other long service people. To many of them it meant a reversal of Company policy. To others, who were really asking more than anything else during this period of adjustment that the rules of the game be definitely stated and adhered to, it meant that even though the rules now be definitely stated and even though they play the game well according to those rules, they cannot feel sure that the rules won't be switched just when they are playing their best. It meant, in short, that both of the pillars upon which their security was based, efficiency and service, were not the substantial things they once thought them to be

In reflecting upon this situation these people concluded by asking, "Where will it end? What am I working for and what can I do about it?" In searching for an answer they took stock of themselves and fell back on the fact that their work as a supervisor was never criticized. A few of the more aggressive inquired of their supervisors regarding opportunities for being reinstated as a supervisor. In all cases the answer was indefinite and in some cases the employee was discouraged so that he believed he would never supervise again. These people, in talking over the problem with others, crystallized a general belief that very few ex-supervisors would "go back".

More recently this picture has changed somewhat and the counselors note an increasing amount of optimism. This group has observed that several of their number have been reinstated as supervisors and they notice preparations for more openings in the near future. They also note that no new employees have been promoted to supervisory jobs, and their supervisors have been able to encourage in some of them a feeling that they may not have to stay "on the bench" very long. These activities apparently have had a decided effect upon them because their attitudes, while still pessimistic, are not nearly as hopeless as they were before. Two employees interviewed recently expressed considerable irritation over the fact that the employee representatives had arranged for them to be interviewed by their superintendent. They said, "He (their superintendent) will think we're a bunch of cry babies, and he'll think we can't take it. I didn't want to see him." This would indicate a growing feeling of pride and self-reliance. Other employees whose dissatisfaction was very obvious a few months ago are now looking forward and "waiting to see what happens."

Other Long Service Employees

Of the 35 long service employees interviewed who have never achieved supervisory rank, 12 appeared to have made a satisfactory adjustment while the other 23 were very outspoken in their complaints.

A small percentage of the first group appear to be waiting for pensions. They do not expect advancement of any sort and are, therefore, content to do enough work "to get by" if they are let alone. They say, "I'm pretty well fixed" or "I got my kids working now so I haven't much to worry about." The attitudes of the balance can be described as identical with the satisfied ex-supervisors. They feel that they have been fortunate as compared with others and are, therefore, optimistic regarding the future.

The other 23 employees those who complain openly, seem to have experienced events similar to those related by the ex-supervisors or they have spent considerable time talking to those who have because their stories are alike. In addition, they say that most of the new piece rates carry with them an expected hourly output that is out of line with any older rate they know of. On the whole, they find that it is no longer sufficient to turn out what employees used to consider a day's work. In some cases they must do twice as much, and even when they do many of them feel that their earnings are being reduced gradually.

Many of these employees note that their hourly rates are at the maximum of the grade and that they are working on the highest graded work in the department. They also have from 10 to 15 years to work before they are eligible for a pension, and they have children who must be given an education that is "better than I had." They ask, "What can I do about it? Who can I see who will give me a chance at something better?" A few have already asked for transfers to machine departments.

One is taking a tool making course in evening school. Others would like to do something but they are afraid that they may be too old to learn new work, so rather than risk failure they do nothing. Their criticisms are directed at the bogey, the labor grade, and the rate range. They think that there should be "some allowance for service" and that the "old timer should not be expected to do as much as the younger employee." But their real complaints can all be grouped as a protest against what appears to them to be a stagnant situation; that is, one which offers no opportunity for progress.

Recently the counselors have noticed an increasing amount of satisfaction on the part of high grade employees who are not on repetitive work. Most of these people have been numbered among the dissatisfied because their thinking is still dominated by pessimistic preoccupations. However, they now appear to be getting more satisfaction from their work, and are thinking less about "past grievances." In examining the situation in which these people are working for an explanation of their changing attitude, three factors stand out as significant. First, the activity of the group has increased sufficiently so that they are now very busy and have plenty of work ahead. They no longer have much time to think of themselves. Secondly, a number of new employees have been hired and they are "working with" the older employees. This gives the older employees a feeling of position in the group. Finally, the supervisors in these groups are now so busy that they are giving more and more responsibility to the older employees. In some cases the older employees assign the work to the new employees and handle job difficulties for them. They are, in effect, unofficial supervisors. The new employees look up to them and respect them and the longer service people seem to get a great deal of personal satisfaction from being recognized in this way.

Summary

By way of summary, the main points brought out in this analysis of the attitudes of a limited sample of short and long service employees together with some of the significance which should be attached to them may be listed as follows:

1. The new employees are for the time being fairly well satisfied. They are glad to be working for the Company and feel that the Company compares favorably with any other they have worked for. Their chief preoccupation is with advancement. This preoccupation seems to be so strong chiefly because they are a very capable group of people and have reached the age where they are ready to assume family responsibilities.
2. The fact that the Company has this large group of ambitious young people carries with it a number of implications.
 - 2.1 For the supervisors and personnel people it implies greater attention and effort to problems of placement, training, and vocational adjustment.
 - 2.2 For the supervisors and management it implies more attention to the formulation and administration of policies and practices. It would seem that the more intelligent the personnel, the more intelligent must be their handling. They have initiative of their own as evidenced by their voluntarily circulating petitions to get what they want. Above all they are curious and are likely to demand a clear understanding of Company policies and payment systems.
 - 2.3 For management it raises the question as to how far it can or should go in hiring help of this calibre for the kind of work to which they are assigned. It raises the question of what kind of balance should be maintained in the total personnel and what kind of equilibrium is most desirable from the standpoint of productiveness and stability.
3. The long service employees, while their morale seems to be improving, are still very pessimistic.
4. In considering the events which have bred these unfavorable attitudes and what might be done to improve them there are, again, a number of implications.

- 4.1 First of all there is implied a problem of rehabilitation. By this is meant something more than what is being done at present to restore morale by rate revisions and promotions. The big problem is that of restoring this group's confidence in themselves and in management. Their confidence in the rules of the game has broken down and must be restored. This requires the cooperation of the supervisors, the personnel counselors, and management. Perhaps if more weight were given to the employees' feelings, interests and sentiments in forming and administering policies, and if this were coupled with what might be termed a more fact-facing and long time point of view on the part of management, much desirable progress could be made along these lines.
- 4.2 Perhaps less stress on observing the formal, logical principles of organization would help to create for our old timers a satisfactory position in work groups. By this is meant the practice of treating these people as unofficial supervisors or making unofficial instructors of them.
- 4.3 Continuing the practice of giving this group first consideration in selecting supervisors and candidates for the more desirable jobs.
5. In view of the external labor situation, more attention should be given to the problems of personnel now than ever before. Judging from the interviews taken and other informal contacts with employees, there is nothing in this area to be disturbed about at present. The long service group, while somewhat disgruntled, are well integrated members of the Company's social organization. They still have confidence in the Company which means that they feel quite free to voice their preoccupations and troubles. The fact that they do so, in turn, means that management is more likely to know at any one time what frame of mind these people are in. The new employees, however, are not yet integrated members of the Company organization. They have not been here long enough to have built up the same relationships with their supervisors that the older people have. This means that they are much more reluctant to approach their supervisors about matters which affect them personally. For this reason the supervisors should, perhaps, make a constant effort to keep in friendly touch with them. It also means that although they display none of the pessimism of the older employees, they may constitute a much more fertile ground for the development of labor troubles.

WJD-831-4-LT

9-10-36

Observations

Remarks

Monday, August 3, 1936

There has been an organization change effecting Mr. M's Sub-Department. Mr. M. was transferred to the Repair Department effective today. E.H. the section chief on the second floor will report to Mr. A. G.J. the group chief on the fifth floor will report to Mr. K. The two groups on the second floor, the machine group and the bank assembly group, will be identified as Mr. H's section. I talked to D.H. in Mr. H's section. He has been employed by the Company several times. He worked summers while going to high school, and after finishing school worked a little over a year in an Assembly Department. He did not like this work and knows that he was not considered a desirable employee at that time. He says that there was nothing about the work that interested him, and as he was single and had no very pressing responsibilities, he did not care whether he held the job or not. Since his lay-off, D.H. was married and now has one child. He believes that his attitude towards work has changed considerably. He is making a decided effort to learn all that he can in the machine section. As we left the department D.H. asked the section chief if he could go to see a man on the Educational Committee of the Hawthorne Club. The section chief agreed to let him go after the interview. He intends to discuss schools outside the Plant who give tool or die making courses. He felt that he might progress faster in the Plant if he took an evening school course and he wanted advice so that he could select a school that would give him a very thorough preparation. He is not interested in our apprentice training courses as he believes that his earnings would be reduced considerably while taking the work and he cannot afford to take the loss in money. Toward the end of the interview, I suggested that he talk to some one in our department. I arranged for him to see Mr. Unger.

D.H. lives in Franklin Park. He is renting a small place for \$10.00 a month. His father died when he was very young and

Monday, August 3, 1936 (Cont'd.)

Remarks

for a good many years after, his mother ran a boarding house in Franklin Park. She catered to railroad engineers and firemen. At one time she was very well fixed but she lost all of her money before she died. D.H. then went to live with a friend who offered to adopt him and send him through school. He did not accept this offer as he wanted to get to work so that he could support himself. He still thinks of himself as one of this family. He goes to them occasionally and they are always willing to loan him money or help him in any way that they can. D.H. also has a cousin in our Employment Office who was instrumental in getting him this last job. D.H's home life seems to be very satisfactory. His wife formerly had a good job in a dress making establishment earning about \$35.00 a week. She now appears to be very much interested in the home. D.H. has made a thorough study of radio. He has an amateur broadcasting station which he built himself. He occasionally repairs radios in the evening and he uses the money that he makes to buy apparatus for his sending station. He has considered preparing himself for an operator's license which would qualify him for work in connection with aviation, but he has given this up for the time being as the course requires considerable time and money. D.H's attitude and the efforts that he is making to improve himself appear to be very well coordinated. He is in my opinion one of the most desirable young employees that I've contacted. His past experiences have given him an insight into a variety of activities which leave him now with a very clear idea as to the progress that he can expect in the near future.

As I was leaving this section with D.H., the section chief told me that F.N. had asked for an interview. I made several attempts to see him during the afternoon but he was very busy. Finally the section chief brought him over about 4 o'clock. He was quite upset because he does not believe that the Employment Department has given the right kind of attention to his children.

Monday, August 3, 1936 (Cont'd.)

Remarks

He would like to have some action taken to get work for them. He does not want to take it up with his supervisors. F.N. asked me not to do anything that would call the supervisor's attention to his request. He would rather have nothing done. He apparently talked to Mr. M. about the children some time ago. He got only a very evasive response. He also mentioned several minor arguments that he has had about the work. He did not seem to be taking any of these very seriously and in the short time that I had to talk with him, I could not get any satisfactory idea regarding the difficulty in his relationship with his supervisors. F.N. has worked for several supervisors who have been notoriously hard to get along with. He thinks that he succeeded in all of these cases. He talked considerably about his experience with Mr.P. when they worked on the machine section in the Foundry. He was a group and section chief at that time and he claims that he has had all that he wants of supervision. He apparently gets an unusual amount of satisfaction from work. During the depression when the Plant was working short hours, he and his boy earned considerable money doing interior decorating and any kind of repair work including plumbing, carpenter work, etc. His boy still earns money doing odd jobs for neighbors. In talking about his difficulty with the Employment Department, I pointed out that they were doing the hiring jobs themselves, and that I could not do anything that would influence their action to any extent. He mentioned the usual run of cases who have been hired, many of whom the neighborhood considers less desirable than his children. F.N's wife is apparently putting a nagging kind of pressure on him so that now he gets out of the house whenever she starts. F.N. appears to be very nervous. He said that he can't sit still at home, he has to be doing something. He also claims that he has used up all of his savings, approximately 14 shares of A.T. & T. stock. There is some doubt in my mind about his statement of the family financial condition as it was made in an effort to give a reason for hiring his children.

Tuesday, August 4, 1936

Remarks

I stopped and talked to H.P. in Mr. H's section. He was returning from the lunch counter where he had a bottle of milk. He said that he has been having some trouble with his stomach and his doctor suspects that he may have ulcers. However he had placed him on a very rigid diet and has advised milk between meals. He seems to be very interested in his health. He apparently has read more than the average person would and he has regular physical examinations.

I stopped to see O.F. in B.J's section. He seems to be in good spirits in spite of his expected disappointment over his vacation. He said that his friend had made arrangements to take care of him and his wife at his lodge at the last minute so that their vacation was not spoiled by the misunderstanding that he had with the group chief. It apparently meant only that he and his wife had to go up on a train and they were put to that expense.

I saw E.K. today. He feels good and apparently is gradually increasing his social activities outside the Plant. I also noticed that he has many more conversations with people that he is working with in the department. The department supervisors do not feel that his output is what it should be, but they are willing to recognize an improvement in his general attitude. I noticed that they are watching his work much more closely than they did the man who was on the job before. They also demand that he use a gage on frame adjusting that the other man did not use. The section chief told me that they need someone on that job who know adjusting. B.H. thinks that E.K. is doing fairly well, but he is still losing money for the department. From E.K's recent statement about his work, I gather that they are now trying to get the assembled brush to the adjusters so that it will require very little work on their part.

Wednesday, August 5, 1936

Remarks

The section chief, J.S. of Mr. K's department, called this morning. He said that R.H. wanted to see me. I was quite surprised at this because I had not talked to him before and he did not appear to be looking for a recognition from me. J.S. told me that R.H. wanted to talk about a job for somebody. He had considered sending him to the Personnel Department, but R.H. had asked to see me especially. R.H. was very much upset because he had given a friend a letter of introduction to the Employment Department. When the friend got to the department, the interviewer told him that they had no jobs and that the letter was not worth the paper it was written on. He said that they get thousands of those every day. The friend then went back to R.H.'s home where his wife was entertaining several women from the neighborhood. He told them of his experience and apparently some of the women made some comments about R.H. and his job, comparing him with other people whom they knew had influence enough to get someone a job here. To make matters worse a relative of R.H.'s wife was hired not long ago. He has been fired from several jobs during the depression, and R.H. and his wife consider him no good. It appears that someone else had recommended him here and he had been hired without delay. R.H.'s feelings were hurt and he wondered if his twenty-six years don't entitle him to more consideration. I asked several questions directed at some of the details of the occurrence and found that he had not talked to his friend personally. I therefore suggested that he talk to him and that we get together after he had done this to continue the interview. He agreed to do this. R.H. is lame. He apparently gets considerable satisfaction from the fact that he had outlived his entire family in spite of the handicap. He said that he was the one that was expected to die first. He also told of getting his job at Clinton Street. He said that there was a large line of people looking for work when he was hired. Several of them looked up and laughed at him for trying for a job. One big tall man was still there after he was hired and he told him that the group who were waiting that they had better go home, as the Western Electric Company was hiring cripples today. R.H. has

Wednesday, August 5, 1936 (Cont'd.)

Remarks

had considerable experience in assembling and adjusting telephone apparatus. He also has supervised a number of jobs that were in the development stage. On this work he was given considerable authority in developing the job, and while he believes that his progress was retarded because of his knowledge of job details. He obtained considerable satisfaction from the recognition that he got at that time.

Thursday, August 6, 1936

D.H. talked to Mr. U. about training for tool making work. After the interview I spent a few minutes with him and he seemed to be satisfied with the advice given. Mr. U. suggested that he concentrate his attention on lathe or milling machine work as the experience that he could obtain in any evening school on an all around tool making course would not fit him for work here as their courses are not practical. D.H. thought that this was good advice and he intends to return for another interview in a month at which time the training plans in our department may be coming along so that D.H. can receive some help.

As I walked into Mr. P's Sub-Department, I noticed the group chief of the machine gang and the section chief talking to a new employee. After they had finished with him, the section chief told me that this employee was giving them considerable trouble, as he practically goes to sleep on his work in the afternoon. He has been running a drill press in a sloganly fashion, that is slumping in his chair until he is sitting on the middle of his back, or leaning on the bench while trying to operate the machine. They apparently were not very hard boiled in bawling him out, we simply told him that he would have to show more interest in his work. The employee complains that he feels sleepy in the afternoon, he also said that his back bothers him if he sits in one position too long. He claims that he was in an

Thursday, August 6, 1936 (Cont'd.)

Remarks

automobile accident some time ago. The section chief suggested that that might be a good case for me to get in on. He also told me of another new employee who apparently is doing a good job, but that they found that he was going outside of the department to smoke cigarettes during rest periods. The supervisor thought that it was very strange that employees should not obey the factory rules. I asked if they had given him any specific instructions on the subject. The section chief said that he had not, but every new employee was expected to read the book of instructions that he receives when he is hired. I pointed out that it was quite possible that they do not do this. The group chief then said that he had cautioned all of his employees about going away from the department. They said that their policy in instructing new employees was to give them a little at a time and not to cover everything as the new employee would forget the things they told him. I imagine that the new employee gets very little instructions.

The group chief then introduced me to F.C. one of his punch press operators. This employee had considerable to talk about and he made a special point of asking if it would be considered confidential. I told him that we were not going to use anything that he said in any way that would embarrass him. He claims that he is not making enough to live on. His children are going to school which means that he has to give them spending money so they won't steal, and apparently his pay check is not big enough to go around. He formerly was a group chief in the drill press department. When they started the machine section in this department, he was transferred to the job. At that time his day rate was cut to \$.70 an hour. He did not object to this because it might have meant a lay off in the other department. He claims that he makes close to 100 per cent on his bogey as anyone can make. He thinks that the Company should give more consideration to long service people. He does not believe that labor grades should effect their hourly rates,

Thursday, August 6, 1936 (Cont'd.)

Remarks

he also feels that he should be given higher grade work. He thinks that the Company ought to give more attention to the social responsibilities of the long service people, and the fellows who needed more money to get along, and those who have given satisfactory service in the past ought to be allowed enough money to take care of their needs. He thinks that anyone who has spent enough years here ought to at least be given every opportunity that occurs to earn more money. At the end of the interview F.D. pointed out that I shouldn't think of these suggestions as complaints. He said that he had never asked for a raise and he had never complained to the supervisors. He expected them to take care of him if he did the right kind of a job for him. F.D. owns a two flat building and he receives about \$40.00 a month rent. This does not take care of the upkeep on the building. I feel that these complaints are as much a request for recognition as they are for more money. There appears to be a setup man and a punch press operator who are being given more attention by the supervisors than he is. F.D.'s attitude toward them appears to be antagonistic. He sees no opportunity for progress except by replacing them. I doubt if he feels capable of taking this responsibility at the present time. The fact that he cannot do this and that he cannot progress unless he does is a serious problem.

PERSONNEL COUNSELOR'S REPORT OF SUB DEPT. 1563

Total Male employees in sub Dept. -- 131
Total Male employees interviewed -- 31

(A) Relay adjusters -- 14
(B) Wiremen -- 9
(C) Cable Formers -- 8

All of the employees interviewed in the sub-dept. have less than one year's service with the Company. Most of them are contented and in the cases where there was evidence of some discontent an attempt will be made to outline what the difficulties were and how they were handled. For the most part, these cases appeared to be more or less personal problems which have been created in the employees' own minds. The following is an analysis of each section in this sub-Department.

RELAY ADJUSTERS

Of the fourteen employees interviewed in this section, 8 of them are satisfied and apparently doing a good job. Most of these employees have worked at other concerns and they compare the Western Electric Company and talk about ~~the~~ ^{the} difference there is in companies. Their satisfaction is also expressed in terms such as: "I can get married now. When I worked at the bank, they had a rule that any employee who married before he was making \$1200 a year would be fired." "This Company has everything systematized," "I am glad I'm learning this trade because I don't have any education and this will be some definite thing for me to do."

There are two employees who are doing their job without any difficulty but they did express a desire to be doing office work. These employees have each had some college work (one year and two years) and they express themselves as being more adapted to office work because

their education has been along commercial lines. They look at these office jobs as their ideals, but they are not making any forceful demands ^{from contacts} and it appears that they will gradually forsake their desire for office work by becoming engrossed in relay adjusting.

Of the four employees who might be termed as problems, one has left the Company to work for his father in his gas station. This employee was demanding a transfer to the office. The second employee was put on a job taking care of the stock for his section because it was felt by the supervisors that he would never make a relay adjuster. The remaining two employees are demanding transfers to other types of work. In the interview ^{no} observations ^{it appears that} these problems might be solved by adding some ^{to spend more} instructors to the section, ^{which would then allow an instructor to spend more} ^{time with each} ^{empl.} ~~this~~ would give the employees a certain feeling of security or recognition. In at least two of these cases, where they are doing their job all right, a little encouragement would help these men considerably and probably reduce their demands for a transfer. At the present time there are two instructors for forty men, which does not give them much time for each individual employee.

WIREMEN

Of these nine employees, seven are satisfied on their jobs. Their major preoccupation is getting started doing some real productive work. Up to this time they have done very little actual work other than practice and they are wondering when they will get started on some real work. They seem to be interested in getting this real work because they are under the impression that this will enable them to work piece work which will in turn give them an opportunity to earn more money. The remaining two employees have been laid off because the department felt that they would never be any good as wiremen. In the case of one of these

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employees it was observed that the employee^{when applying for a job here} was desirous of getting a job in the mechanical drawing department, but when he found out that he couldn't be placed there, his hopes of succeeding vanished and he saw failure in this wiring job for himself. His reaction to being laid off was first expressed in the form of friendliness to his fellow workers, i.e. prior to his being notified of being laid off, he chose to be alone, but when he was informed that he was to be laid off, he got quite chummy with the fellows in his department. This was probably due to his idea that they were no longer competitors of his. Supervisors in both instances cooperated in calling the counselor's attention to these problems. After the interviews, the cases were discussed with supervisors and it was decided the best thing to do was to lay off the employees.

CABLE FORMERS

Of these eight employees, seven of them are satisfied with their jobs. One employee in this group was transferred from another sub-department because of difficulties he was having with his supervisors and the other employees. The personnel counselor in this employee's former department served as the catalytic agent in regard to this transfer and so this employee was interviewed on ^{his} new job to determine what his attitudes were regarding this new job. The interview disclosed that the employee was well satisfied and adjusted regardless of his loss in salary caused by the transfer. He refers to his present job as a better means of making progress and also that he is now working with a bunch of swell fellows. He also said that in his new department the bosses weren't always demanding a lot of work like they were doing in his former department. The 8th employee in this group

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was suggested as an interviewee by the group chief because the employee was not doing so well on cable forming so it was necessary to put him on ~~the~~^a lower graded job. This employee has no objections to this change in jobs. Lack of ability to progress was evidenced throughout the interview. At the time of the interview this employee was preoccupied with using his correct name here at the Western Electric Company. This employee is using the name of his uncle and now because he fears being recognized he thought he wanted to make the correction. After two interviews with the employee he decided that he would let well enough alone until the time comes when it is necessary to tell someone about it.

PERSONNEL COUNSELOR'S REPORT OF SUB DEPT. 1564

Total Male employees in sub Dept. -- 122
Total Male employees interviewed. -- 34
31 employees with less than 1 year's service
1 employee with 15 years' service
1 employee with 10 years' service
1 employee with 9 years' service

ASSEMBLING & ADJUSTING - 18 EMPLOYEES INTERVIEWED

Of these 18 employees that have been interviewed in this section, it was found that there were problems that required some attention and so these will be mentioned here to indicate what the situation is in this sub Dept. One employee, an adjuster, who was interviewed three times was disgusted and ready to ask for a transfer to another department because he felt that since the assistant foreman was against him, he would never get any where on his present job. The employee mentioned several reasons why

page 5
doesn't exist

he felt that there was no use for him to stay on his present job. The counselor discussed the entire case with the senior counselor and after an interpretation, it was decided that the senior counselor would bring the case to the assistant foreman's attention. This was done and again the senior counselor served as the catalytic agent in getting the employee a change in jobs. The employee is now very much contented and making a good showing on the new job. Due to the variety of work in this section, when the supervisors are shown that a man cannot do a certain type of work, they change him around in order to find something the employee can do. With the exception of one employee who was laid off because of non-cooperation the remainder of the people are fairly well satisfied.

PIECE PART MANUFACTURE & MISCELLANEOUS - 17 EMPLOYEES INTERVIEWED

The longest service employees in this group are well satisfied. Two of them have been promoted to group chiefs in this same department and one was transferred to another department and promoted to a group chief. The remaining 14 employees that were interviewed are well satisfied but they do talk about things that they don't quite understand such as "Why should those other fellows in my group be making more money than me. They are ~~not even~~ doing ^{a lower grade & job than I am} the same kind of work and were hired after I was." "I don't know what to do about my output, I can produce a lot more than the bogey calls for but I'm wondering whether I should hold back until they time my job for piece work then we can all make more money." "That fellow next to me only turns out as much work as the bogey calls for." Expressions such as these indicate that employees would like an explanation of some sort but can't seem to get one and they hesitate going to the supervisor because they don't want him to think they are "cry babies."

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The counselor in this territory is well satisfied with the functioning of the personnel experiment. There have been no obstacles to hinder the counselor's work in any way. The supervisors are certainly cooperating to the fullest extent, i.e. they frequently refer cases to the counselor which they feel are problem cases. From the results of the cases which were handled it will be encouraging to look forward to the time when the experiment is adopted as a formal plan.

JJK:MJA
12-1-36

J. J. KAUFMANN-831-4

REPORT ON PERSONNEL COUNSELING

DEPARTMENT - 1546

Personnel of Department 1546:

65 Male employees of non-supervisory rank.

23 of these employees have been interviewed.

AGE OF EMPLOYEES

AGE:	18-21	21-24	24-27	27-30	30-33	33-36	36-39	39-42	42-45	45-48	48-51	51-54
NO. of EMPL.	4	9	8	9	7	2	4	5	4	6	5	1
<hr/>												
AGE:					54-57	57-60						
NO. of EMPL.					3	1						

AGE OF EMPLOYEES INTERVIEWED

NO. of EMPL.	3	3	4	3	2	0	1	1	1	2	2	1
					0	0						

SERVICE OF EMPLOYEES

YEARS:	0-3	3-6	6-9	9-12	12-15	15-18	18-21	21-24	24-27	27-30	30-33
EMPL.:	23	9	2	2	2	8	5	3	7	3	4

SERVICE OF EMPLOYEES INTERVIEWED

YEARS:	0-3	3-6	6-9	9-12	12-15	15-18	18-21	21-24	24-27	27-30	30-33
EMPL.:	8	5	1	1	0	3	1	3	1	0	0

The group of 23 men with three years or less service is composed of 15 men with less than six months' service, 3 men with six months' to one year's service, 4 with one to two years' service and 3 with two to three years' service;

<u>OCCUPATIONS</u>	<u>NUMBER EMPLOYEES</u>	<u>NUMBER INTERVIEWED</u>
1. Welders	11	6
(A) Arc	(9)	(5)
(B) Acetylene	(2)	(1)
2. Bench Hands	8	1
3. Drill Press Operators	12	3
4. Storeroom	9	6
Shear Hand	(6)	(3)
Shearer	(3)	(3)
5. Painter	1	0
6. Grinders	5	1
7. Helpers	7	2
8. Layout Men	4	1
9. Trucker	1	0
10. Sprayers	1	0
11. Special Machine Operator	1	0
12. Blacksmith	1	0
13. Toolmaker	1	0
14. Punch Press Operator	1	0
15. <i>Milling Machine Operator</i>	1	1
16. <i>Chief of Group</i>	3	0
17. <i>Section Chief</i>	1	0
18. <i>Clerk</i>	1	0

DISSATISFACTION WITH OCCUPATIONS

Seven out of the eleven young men interviewed were intensely interested in being transferred out of the ironworks department. The ages of these men ranged from 19 to 27 years. Their length of service ranged from 2 months to 8 years. To divide up this group of eleven men, ~~it might be said that~~ the men who desired transfers were those who have completed four years of high school training. The men who are adjusting themselves favorably to the work are those who have completed only a grammar school education. Whether the demarcation caused by a high school education is a cause of the dissatisfaction or whether the continuance or discontinuance of high school is a result of other factors in the employees' background which also affects his attitudes toward his work is uncertain.

An analysis of the interviews forces the conclusion that the desire for transfer is motivated primarily by a desire to remove themselves from their present work situation rather than the desire to change because of the appeal of another specific job.

Such expressions of sentiment as the following were noted in the interviews with the seven men desiring transfers:

1. "The tobacco chewing and spitting down here gags me."
2. "What if I do get to be a 'spotter' some day. That won't mean a thing to my girl. She will laugh at it."
3. "The work down here is too heavy, it gets them after awhile."
4. "I took this job down in the ironworks just so I could get in here. I want to be transferred as soon as possible."

4.

5. "I only had a high school education, but I am capable of better work than is offered down here."
6. "When I see some of the fellows who have been down here for 30 years it makes me feel terrible. I don't think I could stand it for 30 months."
7. "They told me that the ironworks was a good place to advance myself. I don't see how you can ever be noticed by anyone outside of this department though."

There were four young men who were apparently satisfied to remain in the ironworks department. Two of these four had pre-depression experience here. The third is a boy of German nationality, just off the farm. The fourth boy has boundless energy, is conscious of his lack of education and had a very difficult time to support his mother and brothers until he got the job here.

One of the four expressed his dissatisfaction by asking for a raise. One hoped to have a white collar job sometime, but he looks on his present job as one affording him security and a means for later advancement. Another says, "Sure I expect advancement, but not overnight."

Repetitive
These young men do not make their demands known to their supervisors.

Because they cannot analyze their own desires and because they do not feel free to lay vague problems before their supervisors, most of the young men do not make their real demands known. Some of the better adjusted young employees do make specific requests with the idea

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of improving their status. However, these demands are usually specific ones relative to the immediate work situation. One employee asked for a raise. Another plans to ask how he can be shifted to an arc welder's job.

The young men desiring transfers out of the department are the ones who do not make their demands known to their supervisors. As a rule they have only vague ideas of the position that they wish to establish for themselves.

One young new service employee said, "I want to be a production chaser or a storeroom clerk. In a job like that you meet a lot of people and may have a chance to meet someone who will line up a good job." Another said, "I want to be transferred, I heard that all the men transferred to other departments are getting more money." Another typical statement is, "I want a job where I can use my head. We just use our hands down here."

REHIRED EMPLOYEES

Eight of the employees interviewed had varying periods of lay off during the depression. Without exception they were very happy to have their jobs back. Generally speaking they appear to regard the Western Electric Company jobs as a haven of rest from external confusion. Three of the employees had a very difficult time to acquire the necessities of life for their families ^{during the depression.} Without exception they told of experiences with unfavorable working conditions and the failure of other companies to give them the recognition and security that they receive here. Three of them expressed dissatisfaction with being rehired at a lower rate than

they had previously. Two of the arc welders felt that their outside depression welding experiences should have been considered in establishing their rate at the time that they were rehired. They were rehired at the same rate they were receiving when they were laid off.

Without exception, though, it appears that they contrast their unpleasant depression experiences with the clean working conditions, the well maintained machines, regular year round employment, pension rights, sick benefits and the general feeling of unity at Hawthorne. Their depression experiences are still vivid enough to be influential in making them contented in their present jobs. They are not bitter at having been laid off. The principle of seniority preference is respected and regarded as being the right thing.

ATTITUDE TOWARD EMPLOYEE REPRESENTATION

Only four employees interviewed made any specific mention of the employee representation plan. Two of the employees were arc welders and they told the interviewer how they were having the representative bring up a suggestion which was designed to be beneficial to the welding group only. One of the new employees expressed a feeling of pride because the employee representative had introduced himself and stopped to talk with him. This employee said "The way to get something done around here is to tell your representative."

The conduct of the present employee representative is very interesting. The status that he is trying to assume for himself cannot be regarded as a typical attitude of other employee representatives, however. This individual tries to impress his department with the status that he is achieving with management. The demands that he

makes of his position do not carry through to his conduct in the representative meetings. He stated in his interview, "I am an old supervisor and believe me us old supervisors have a score to settle for our treatment during the depression." While the interviewer was interviewing another arc welder, in room 208, the employee representative came into the room and interrupted the interview. He pointed to a piece of paper that he was holding and said, "Here's the answer to your questions about wage increases. I can't let you see it though. Management doesn't want us to let it out yet!" The representative was surprised that the new assistant foreman had not come around to introduce himself.

ATTITUDE TOWARD THEIR WORK

Almost without exception the work is greasy, dirty, heavy and hard on the hands. There appears also to be a certain amount of occupational hazards connected with some jobs. As a rule, the men do not work in close proximity to each other, so uninterrupted conversation is not possible.

The department in general gives evidence of possessing rather morbid preoccupations about their work. One young employee said, "We don't mind the heavy lifting as long as we are young. But if you stay at it, it gets you." Another young employee said, "We should have higher piece rates down here because the work is so heavy." An arc welder said, "The booths on one side of our room are not properly ventilated. You know welding fumes are poisonous." Another welder said, "My eyes aren't as good as they were, welding is hard on them." Another employee said, "There are people over in the handset assembly department who can come to work with a white collar on and never get it dirty. They get more money than we do and look

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how hot and heavy our work is." An old service employee said, "I don't lift much anymore, the young fellows do that. It is only right though because I lifted a lot when I was young."

"I guess they put me on this job because I am big and strong."

The former assistant foreman always took pains to impress a prospective new employee with the heaviness and dirtiness of the work.

Five of the employees interviewed have either lost the ends of their fingers or have suffered ruptures.

PREOCCUPATIONS CONCERNING POSSIBLE LAYOFF

Most of the new and rehired employees expressed concern about being laid off. *The old service men expressed concern about the low activity of the* Such expressions as the following were noted. "Do you *department,* think the plant activity will keep up?" "What do you think will happen after New Year's?" "I wonder if we will ever be as busy again as we were before the depression." "If we could see some orders begin to pile up again you would see our department turn out a lot more work."

PREOCCUPATIONS WITH THE PAYMENT PLAN

The older service employees generally feel that the new employees are keeping their departmental percentage down. Such expressions as, "Give us back our old gang and get these kids out of here and you would see some work turned out." "The young fellows don't make the gang percentage, but most of them are coming along all right. It takes time."

A very peculiar group attitude was noticed which contributes to remove any incentive from the wage payment plan. The men say, "I look at my job ticket to see what the rate is. Then I take my hourly rate and multiply it by 38 which is the usual group percentage earning. In that

way I can tell if I am doing enough work."

Some of the rates you can coast along on, but on some you couldn't make your rate if you broke your neck trying."

I don't mind piece rates as long as I am young, it makes the day go faster and you have sort of a feeling of competition. But when I get older I want a feeling of having some responsibility. I don't want to have a time study man looking over my shoulder all the time."

"Our earnings aren't nearly what they used to be. They took all the spirit out of us by making us pay back the money that we got in that crooked deal."

There was a general lack of knowledge about output standard requirements. "We never know if we work fast enough. The only way we can really tell is by getting bawled out by the assistant foreman."

NATIONALITY ANTAGONISMS

There was some expression of antagonism between workers, caused by differences in nationality. The sentiments expressed were against the Polish and Bohemians. An analysis of the persons complaining revealed, however, that the complainants were employees who have not entered into ^{harmonious} ~~pleasant~~ social relationships in their department. They have misplaced the cause for the difficulty. ~~It is~~ ^{The cause of their} ~~probably~~ ^{are occasioned more because they} ~~their failure~~ to enter into the groups ~~has been~~ due more to personal peculiarities than to any strong nationality feelings.

TENDENCY TO MAKE REQUESTS OF THE INTERVIEWER

There has been noticeable tendency to make requests of the interviewer that would result in personal benefit to the employee. Some direct requests were made and others were implied. Such requests as the following were made:

"Can you tell me how I can be transferred?"

"Can you help me to be transferred?"

"I want to know how I can get my boy in here as an apprentice tool maker."

"I would go way up to the tower with my case if you could arrange a hearing for me."

"What do you think I should do about this problem?"

ATTITUDE TOWARD SUPERVISION

Some of the workmen, especially the arc welders expressed disapproval with their group chief because ^{he} ~~they~~ had no background training for the work which ^{he} ~~they~~ supervises. They say, "He can't do any of the work that we are doing." "He can't even lay out the work for us."

"He even has to askif a new piece rate is all right."

"I wonder whether it is a new idea of the Company not to make any of our gang a group chief. Maybe they want someone who doesn't know the fellows in the gang."

ATTITUDE TOWARD THE WAGE INCREASE

Seventeen employees were contacted relative to the above subject. The department generally has a rough but reasonably sound

understanding of the management announcement. There is some bewilderment and confusion as to the details, however. Two short service employees were ignorant of the wage payment method, so were confused as to the raise. There was some enthusiasm expressed concerning the 20% hourly raise, some one said the hourly raise won't do us any good without an increase in our piece rates.

Concerning the 10% piece rate raise there were varied opinions expressed, but it was generally one of satisfaction and optimism. Such expressions as the following were noted:

"It isn't much, it only amounts to a couple dollars a week, but it helps."

"Now if we can all work a little harder and keep our percentage the same (in the face of the hourly rate changes) this raise will really amount to something."

"The new fellows output is improving so our percentage should stay up pretty well."

"There is no reason why we shouldn't get back our old percentage now."

"Our raise of 10% was more than other departments. We we re lucky."

"Even if we don't get extra group earnings, I still have my merit increase."

There are several employees who are trying to convince the men that no increase will result. The management representatives are trying to spur the men on to more effort in order to increase their output. In the period of uncertainty and bewilderment until the monthly

take home is totaled it seems that most of the men are particularly susceptible to being swayed in their opinions as to the ultimate outcome. It seems that the mental attitude of the men at this time might be influential in determining the month's output. If it is low, it would nullify the extra advances that have been thrown into the piece rates.

The real test will come when the monthly balances are figured.

BENEFITS OF PERSONNEL COUNSELING

From the attitudes expressed by the men interviewed in department 1546 it is becoming evident that the Industrial Research Department can be of service in promoting the stability and effectiveness of the work force.

It is apparent first that we can be of service in helping employees, especially the young men to think through their personal problems.

Several of the young men are dissatisfied ^{with their positions} but the demands that they are making are too vague ^{to be useful to them}. Some of the high school boys have a strong urge to attain the glowing goal called success. For some of these boys the ironworks job is the first one that has really placed them in an adult situation. They become bewildered when their old status is ^{later} changed. They may become disillusioned or bitter. They may make impossible demands of their work situation. Or they may turn to the outside for their social satisfactions. The older employees and the supervisors may condemn a young man because he is not properly integrating himself into the work group.

If the young men can be made to think through their vague ideas and be guided where necessary it will be possible much sooner for them to effectively direct their energy and make changes to other work when it is advisable. It seems that there is a much better opportunity to develop a sense of loyalty toward the Company

if this adjustment to the new situation can be made with less mental disturbance. General business activity is increasing & we do not help the young men to make a favorable adjustment here, there may be a tendency for them to leave Hawthorne & turn to outside jobs.

The Industrial Research Department can be of service both ^{here} to the employee and the Company.

Secondly ~~is the~~ ^{the} Industrial Research Department ~~continues~~ ^{its work} should ultimately be able to make it possible to prevent these maladjustments before they occur. If the social significance of jobs can be established and recognized it will be possible ^{to place employees} in work better suited to them.

Thirdly after a series of interviews it becomes evident that the men are lacking in certain information or the information that they do have is confused. These attitudes ^{should} ~~can~~ ^{by the interview} be discussed with the department chief in order to clear up any confusion.

OLD SERVICE VS. SHORT SERVICE EMPLOYEES

The old service employees generally accept the young men and assume positions of authority over them. They are generally willing to help a new man if they are properly respectful and give them credit for the assistance. Several attitudes to the contrary were noted, however. An old service drill press operator said, "Those young fellows

Participate ahead of discussion on benefits of personnel counselling

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will never be drill press operators. They don't know how to sharpen drills or use the jigs. But they never get bawled out like we used to." Another old service employee said, "Nobody cares about the beginners since they put our whole department on one group pay."

ECT-831-4-MJA
12-3-36

SECOND PROGRESS REPORT ON THE EXPERIMENT
IN PERSONNEL COUNSELING

In a preliminary report of the progress made in the experiment in personnel counseling, issued on April 8, it was tentatively concluded that the groundwork was being laid for a program that could fit into shop situations without disturbing the work these organizations perform and which at the same time could go a long way toward alleviating many of the problems confronted by these organizations. This statement seemed warranted, first, because of the cooperative attitudes toward the experiment which were shown by the supervisors, the employees and the employee representatives, and, secondly, because the investigator was able to obtain data relevant to supervisory and managerial problems that had not previously been available. It was found that many employees were reluctant about taking their problems to their supervisors and that many supervisors were so occupied in running their jobs that they had very little time to devote to such problems anyway. Mention was also made of the fact that many of the problems the employees discussed were modified considerably during the interview whereas others seemed to demand action of some sort. At that time the investigator had not formulated any plan for handling the latter cases other than encouraging certain employees to take action themselves.

Summary of Experience since April 8

Since the previous report was issued the area covered by the experiment has been extended due to a change in the organization of Department 6344. The Iron Work and Power Board Sub-Departments were

How might this be done differently

taken from this organization and the Jack Ringer and Key Sub-Department was added to it. It seemed advisable to continue in all of the sub-departments previously covered and to include the new sub-department as a part of the experiment. This would give the investigator the opportunity and experience of dealing with two department chiefs instead of one as before. With the same thought in mind, it was felt that there might be values obtained if the experiment were extended to include the Cross Bar Switch Department. Inasmuch as this department was being organized to manufacture an entirely new product and a force was being built up almost exclusively of new employees, it was felt that the inclusion of this group would place a more typical variety of conditions within the scope of the experiment. Accordingly, on April 20 all of the supervisors in these new territories were advised of the extension of the program at a meeting in Mr. Raab's office. This extension brought in about 100 additional employees making a total of some ²⁵⁰ 250 with whom the investigator now has to deal. In addition to this force, the investigator is contacting the thirty-one supervisors who comprise the supervisory staff in the eight sub-departments now included in the experiment. X

In addition to this expansion there has been considerable progress made in the experiment itself. The investigator feels that the values in the experiment are coming up to the expectations of it as described in the previous report. In other words, he feels very strongly that progress is being made toward creating a more harmonious work relationship among employees and between employees and their supervisors. In addition, this broader experience has resulted in a more definite idea regarding the types of problem that may be expected and the techniques that may be employed in solving them.

Ordinarily these problems fall into one of three classes: (1) those which involve a personal adjustment of the employee, (2) those which require some sort of supervisory training, and (3) those which may require some alteration in the work situation itself.

Cases requiring personal adjustment

Cases requiring personal adjustment are those in which remedial action must come primarily from a reorientation of the individual to his surroundings. In these cases the difficulty is ordinarily not in the external situation but in the individual's personal situation. The symptoms ordinarily encountered comprise such things as exaggerated demands of the situation in which the individual is placed, irrational fears, feelings of frustration, inferiority or futility, inability to attend to work, and so on. In such cases little can be accomplished apart from sustained, careful treatment of the individual.

So far four of these cases have been encountered among the thirty-four people interviewed. These four are rather extreme cases; there are many others where the same general type of difficulties are present, but they are much less serious and do not constitute a major handicap to the individual's performance. One of these more serious cases was mentioned in the previous report. The investigator has had several subsequent interviews with this employee and the progress to date is very encouraging. This progress is no doubt due in part to the interviews, but it is also due in no small measure to the interest and cooperation shown by his supervisors. Among the three newer cases,

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one of them has been a management problem for some time. His general attitude is that "the company owes me a living". This attitude in itself is a difficult one for a supervisor to handle. It is made even more difficult in this case because the individual does not seem to be appreciative of the fact that the Company on two different occasions went to considerable trouble to help him. The supervisors now handle him with "silk gloves" to avoid stirring up more trouble. Of the other two cases, one develops headaches or other physical ailments immediately he is put under pressure or told to do something he doesn't like. The other case is one in which the individual's family situation has led to exorbitant demands of and corresponding disappointments with the Company. Although it is not safe to generalize from such a sample as this, the indications are that these problems of personal maladjustment may be more common than is frequently supposed and one worthy of serious attention.

Cases requiring some sort of supervisory training

Although the investigation has not proceeded far enough to provide a well rounded picture of this problem, it is evident that some supervisors might spend more time or give more attention to certain problems if they knew of their existence. These problems vary all the way from individual difficulties similar to those described to such group problems as restriction of output. It looks as though considerable training value will be derived through discussing such problems with individual supervisors. In addition to such individual training, the investigator feels

that problems will arise from time to time which can best be handled through group conferences. Where such problems are confined to a department or are peculiar to certain work situations these conferences will be conducted by the personnel counselor himself. If, on the other hand, the problem is fairly general it will be referred to the Supervisory Training Section for disposal. One such problem at the present time is that of training new employees and inducting them into the organization. This problem is being worked out by the supervisory training group at the present time.

Cases Requiring Alterations in the Work Situation

From the data gathered from the interviews taken so far, it looks as though the chief problems under this heading are related to job placement. For example, one employee who is thoroughly dissatisfied with his work now, formerly spent most of his time on the same type of work but it was in another organization and was more complex. He did not mention a transfer to the investigator but such action is indicated as at least a partial solution to his dissatisfaction. Another instance, is that of a ~~supervisor~~^{supervisor} whose outside interests are in social work and community activities. This person might be much more valuable to the Company if he were offered work more in line with his interests and experience. At the present time these cases require more study. They are

mentioned here as a possible activity which will require considerable attention in the near future.

In addition to making these rough discriminations among the various kinds of problem he has encountered, the investigator has observed a general shift on the part of the supervisors toward more interest in their personnel problems. This is most noticeable in locations where they are not burdened with an excessive amount of detail work. This change together with the spirit of cooperation shown by the supervisors throughout the experiment is worthy of noting. This change in attitude toward personnel problems is probably due largely to the investigator's general activities as a personnel counselor rather than to any specific advice or training he has given them.

Problems in Connection with the Experiment

The activities described suggest that the experiment is slowly proving itself in as a worthwhile undertaking. During this time, however, certain problems have arisen which should be discussed at this time.

First, there is a need to gather data more rapidly and in turn give employees an opportunity to talk to the counselor more frequently. The values in this area are obvious. If the experiment was being carried out more intensively, data would be available at all times on questions of importance at the moment. For example, data would be readily available on such a question as the attitude of the new employee toward the Company and his training needs. Similarly such a question as the effect of the coming rate revision on the employees who will have their hourly rates reduced could be readily answered if more investigators were in the field.

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Incidentally, the investigator is now working on the latter problem and is interviewing the people who will be thus affected, but progress to date is unsatisfactory due to insufficient time.

A second and quite different problem is that of handling the material gathered by the counselor. Under the old interviewing program this problem did not arise because the material was divorced from particular personalities and was used only in a general way. The counselor, however, must learn to use this material so as to get the most good out of it, yet at the same time be faithful to the trust placed in him by employees and supervisors. This requires good judgment, careful analysis of each step taken and experience in handling a wide variety of problems. At present it is felt that the surest safeguard is to proceed carefully and to refrain from any action the consequences of which cannot be pretty well thought through. An attempt is being made to write up the most interesting of these problems together with the steps taken in handling them with the hope that they can later be classified and used as case material in training new counselors.

Finally there is the problem of developing new counselors so that they can carry on this work in other locations. It is hoped that the men assigned to this work will eventually develop to a point where they can carry on by virtue of their own initiative and resourcefulness. Too much supervision would be likely to spoil a program of this sort. The personnel counselor should be able to stand on his own feet and meet problems as they arise. The difficulty at present is that there are not many people with the necessary training and experience available. A training program has been

devised to meet this problem, however, which should work satisfactorily. Under this plan the beginner will be given as much training as he can assimilate in the relevant branches of psychology and sociology. This will be done informally and so far as possible it will be shaped with reference to concrete problems which the beginner confronts in his work. The beginner will work in conjunction with an experienced investigator. At first he will be limited to taking interviews with employees, leaving the problem of dealing with this material to the senior counselor. He will, however, be in close touch with the senior counselor who will over a period of time gradually delegate more and more responsibility to him. In this way the necessary control over the new counselors will be assured all during the training period.

Proposed Extension of the Plan

In order to work toward a solution of the problems outlined above, it is proposed to assign two more people to the territory now included in the experiment. One of these people would assist the present investigator by taking interviews with employees. It is unnecessary for him to have had much training as one of the reasons for adding this person is to test out the training program outlined above and to see whether or not the present investigator can use effectively material gathered by some one else. The other person, however, should have a well rounded background of experience and training as it is hoped that after a short time he can be assigned a territory of his own.

In addition to doing this more intensive work in the organizations now included in the experiment, it is suggested that the plan be extended to include the Station Apparatus shops. The reason for this request is that there, better than anywhere else, the many recent changes which have been made in work and in organization can be observed and studied. Also it is believed that the product type organization may present many new supervisory and personnel problems which were not encountered under the functional organization. Two people, one man and one woman, would be required to begin work in this territory. Both of these people should be experienced and dependable as they would have to carry on their work more or less by themselves.

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PRELIMINARY REPORT ON
THE EXPERIMENT IN PERSONNEL COUNSELLING

General Statement of the Plan

On January 17 tentative plans were made for the development of a new kind of personnel work. Under this plan a "Personnel Man" from the Industrial Relations Branch would be assigned to a group of approximately 300 employees. This man would devote his entire time to interviewing these people, contacting their supervisors and familiarizing himself with the work being performed. It was felt that such a specialist could perform a very real function both for the organizations to which he was assigned and for management. By having direct personal contact with each and every employee, he could give their problems much more attention than they are now receiving; he could bring their problems to the attention of proper authorities and thus serve as a coordinator of existing agencies; he could counsel the supervisors about problems in their organization and thus aid them in solving them; he could, by interviewing the employees, dissipate many of their apprehensions and emotionally reinforced ideas and, finally, he could keep management informed of the actual situation at the work level.

It was felt that this plan was in line with and followed logically from the interviewing program and related studies which were made from 1927 to 1932. It was also felt that such a plan would place the personnel counsellor in the same relative position that management has already found successful in the handling of materials and equipment. From time to time the Company has found

it beneficial to develop specialists in certain aspects of manufacture. This plan would simply add a specialist in personnel problems who could give the line organization the benefit of his knowledge and findings.

In outlining this plan considerable attention was given to the qualifications of the "Personnel Man" and his relations with the departments in which he would work. It was felt that he should be well grounded in Company organization and procedure and that he be well trained in the technique of the personal interview. As to his relationship with the group to which he would be assigned, it was felt that he should report to an outside organization, the Industrial Relations Branch, and that he should function in the group without any definitely recognized authority except the right to interview employees and study the general work situation including relevant departmental records. It would be important for him to use the information obtained from individuals in a way that would cause no embarrassment to anyone; otherwise he would not be able to function.

Procedure in Introducing the Experiment

It was decided to try this plan out experimentally in Department 6364, an organization of about 150 employees, so as to learn from actual experience what its possible merits and demerits might be. A man was selected from Department 6088 to conduct the experiment. A detailed outline of the procedures to be followed in setting up the experiment was then prepared and the division chief discussed it with all the supervisors concerned at two meetings held on February 6 and 7. At these meetings the plan was presented clearly and in detail. The supervisors had few questions after the talks and the plan seemed to be acceptable to them. Following this

introduction the "Personnel Man" started interviewing employees and getting acquainted with the supervisors in the department.

Summary of Experience to Date

It is impossible at this early date to draw any final conclusions from this experiment. The investigator has spent about six weeks in the department so far. During this time he has interviewed 22 employees and has spent a good deal of time contacting the various supervisors. It was thought important to develop satisfactory relations with the supervisors at the outset and (1) to get a picture of the general work problems as they appear to them, (2) to get a thorough knowledge of the work done by the operators and the requirements that are made of them, and (3) to learn as much as possible about each supervisor's attitude toward his personnel problems. This general background is regarded as essential to an adequate understanding of employee complaints.

At the present time the major problems in this department from the supervisors' standpoint are, in the order of their importance, (1) Group earnings and piece rates, (2) Schedules and work difficulties, (3) Difficulties involving the supervision of individual employees. On the whole, the supervisor's time is so occupied with the first two of these problems that he has little time for the third.

(1) Group Earnings and Piece Rates

This is the major problem in all sub-departments in 6364. It is partly due to the fact that low activity does not permit employees to work full time on one job. Partly it is due to a lack of low grade operators who are efficient on several jobs.

Another difficulty is that the new piece rates seemingly do not permit earnings that are comparable with past earnings for comparable work. The supervisors are spending most of their time trying to overcome these difficulties because they believe that 90% of employee dissatisfaction is the result of earnings that are considered low.

(2) Schedules and Work Difficulties

The balance of the supervisors' time is mostly occupied with a variety of problems involving work assignments, difficulties with machines, materials and back schedules. Inasmuch as these are only of indirect importance in this experiment, they need not be commented on.

(3) Supervision of Individual Employees

With the exception of the problem case, which is studied carefully by every supervisor in the line before a decision is reached, the supervision of the individual does not appear to be a major problem from the supervisors' point of view. This seems to be due to the following reasons: (a) Employees do not take all of their complaints to supervisors for they say, "He won't do anything about it"; "he will think I'm a kicker"; or "it wouldn't do me any good as he would be down on me". (b) The lower level supervisor's time is taken up with running the job and there is a general resistance to bothering him or to taking things over his head. (c) Supervisors in general are apt to discourage the employee from taking complaints up the line as it may reflect on them personally.

The employees contacted have been selected from all of

the sub-departments involved in the study. Some of them were classed as problems or "chronic kickers" by the supervisors but, for the most part, they were considered average employees. Their problems, with the exception of two men who appear to be rather serious cases of personal maladjustment, are largely personal. Many of these problems are dissipated during the interview, that is, the employee himself comes to feel that no definite action can be taken and that the problem is comparatively unimportant. Some of the employees, however, raise questions that can and should be answered. Many of these involve new piece rates and earnings. These questions are apparently assuming more importance each day as employees are becoming convinced that rates are being cut. No definite action has yet been taken to obtain answers for the employees on any of these questions. If the demand is strong, they are urged to see their supervisor. In a few instances, the investigator has informed the supervisor of the complaint, but in no case has immediate action been requested.

One employee's problem was called to the investigator's attention by a supervisor. The employee felt that he had a grievance because of several transfers, each of which involved a cut in rate. In the interview, it developed that he had several physical disabilities and that after a prolonged illness, he was given an easy^{job} that paid over a dollar an hour. At the beginning of the depression, he lost this job and since has been move^d around because

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he was not particularly efficient on any assignment. This case was discussed with the supervisors and they decided that the employee should be advised of the reason for the transfer, and of the possibilities of future advancement on the job. They were evidently very successful as the investigator talked to the employee during the next week and he appeared to be more satisfied. It was also noticed that his efficiency had increased decidedly.

The investigator is also experimenting with another problem that appears to be entirely a personal difficulty. In this case, the cooperation of the hospital, the Psychological Testing Section, and the supervisors has been secured in an effort to help the employee make a personal adjustment with the aid of a series of interviews. There is considerable doubt in the investigator's mind and in the minds of the supervisors as to whether this man can be returned to usefulness, but they feel that an effort should be made as he formerly was a supervisor and, at present, could not be satisfactorily placed on any job. The other alternatives, a disability pension or dropping the man from the roll, need further consideration. They will be considered only if all other efforts fail.

The investigator's contacts with employees include two employee representatives. They both expressed interest in the plan and seemed to feel that it would help them in

their relationship with their constituents and with the supervisors. They seem to need some help as they feel pressure from the employees urging action that is opposed by the supervisors. They also feel that a good part of this demand for action is emotional, but as representatives they can not oppose it openly as they will lose their jobs as representatives. Inasmuch as this situation is not very satisfactory to the employee representatives or the supervisors, the investigator plans to work along with the former to relieve as much of this sort of pressure as possible.

One other item of interest may be mentioned. This is the fact that the employees have spontaneously associated this experiment with the old interviewing program. This has helped a great deal in getting their confidence and in establishing satisfactory relations with them. Almost all of them have expressed appreciation of the interview and of the opportunity to talk things over.

Summary

In general, it may be said that these first six weeks' work indicate that the plan is beginning to satisfy a need that has been felt for some time by supervisors, employees, and employee representatives. The supervisors seem actively interested in the plan and, in several instances, they have said that they would welcome the assistance that the "Personnel Plan" might offer in

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helping them to gain a more complete understanding of their human problems and in getting their thoughts and their problems up the line.

With regard to the employees, it is sufficient to say that they are all as interested in the plan as they were in the Interviewing Program. They go out of their way to speak to the "Personnel Man" whenever he is in their section. They talk openly and freely of their problems and this in itself appears to be beneficial to them.

X ^{was} ~~In view of this experience,~~ ^{would} it is felt that the ground-work ^{is} being laid for a program that fits into shop situations without disturbing the work that these organizations perform and which at the same time ^{could} go a long way toward alleviating many of the problems industrial organizations present.

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4-8-56

In addition to the two people required for the organizations now included in the experiment, a request has been made for an extension of the program to the Station Apparatus Shops. Two people, one man and one woman, are required to begin work in this territory. Both of these people should be experienced and dependable as they will have to carry on more or less by themselves in a newly formed and spatially removed organization.

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5/26/56

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PRELIMINARY REPORT ON
THE EXPERIMENT IN PERSONNEL COUNSELLING

General Statement of the Plan

On January 17 tentative plans were made for the development of a new kind of personnel work. Under this plan a "Personnel Man" from the Industrial Relations Branch would be assigned to a group of approximately 300 employees. This man would devote his entire time to interviewing these people, contacting their supervisors and familiarizing himself with the work being performed. It was felt that such a specialist could perform a very real function both for the organizations to which he was assigned and for management. By having direct personal contact with each and every employee, he could give their problems much more attention than they are now receiving; he could bring their problems to the attention of proper authorities and thus serve as a coordinator of existing agencies; he could counsel the supervisors about problems in their organization and thus aid them in solving them; he could, by interviewing the employees, dissipate many of their apprehensions and emotionally reinforced ideas and, finally, he could keep management informed of the actual situation at the work level.

It was felt that this plan was in line with and followed logically from the interviewing program and related studies which were made from 1927 to 1932. It was also felt that such a plan would place the personnel counsellor in the same relative position that management has already found successful in the handling of

materials and equipment. From time to time the Company has found it beneficial to develop specialists in certain aspects of manufacture. This plan would simply add a specialist in personnel problems who could give the line organization the benefit of his knowledge and findings.

In outlining this plan considerable attention was given to the qualifications of the "Personnel Man" and his relations with the departments in which he would work. It was felt that he should be well grounded in Company organization and procedure and that he be well trained in the technique of the personal interview. As to his relationship with the group to which he would be assigned, it was felt that he should report to an outside organization, the Industrial Relations Branch, and that he should function in the group without any definitely recognized authority except the right to interview employees and study the general work situation including relevant departmental records. It would be important for him to use the information obtained from individuals in a way that would cause no embarrassment to anyone; otherwise he would not be able to function.

Procedure in Introducing the Experiment

It was decided to try this plan out experimentally in Department 6364, an organization of about 150 employees, so as to learn from actual experience what its possible merits and demerits might be. A man was selected from Department 6086 to conduct the experiment. A detailed outline of the procedures to be followed in setting up the experiment was then prepared and the division chief discussed it with all the supervisors concerned at two meetings

held on February 6 and 7. At these meetings the plan was presented clearly and in detail. The supervisors had few questions after the talks and the plan seemed to be acceptable to them. Following this introduction the "Personnel Man" started interviewing employees and getting acquainted with the supervisors in the department.

Summary of Experience to Date

It is impossible at this early date to draw any final conclusions from this experiment. The investigator has spent about six weeks in the department so far. During this time he has interviewed 22 employees and has spent a good deal of time contacting the various supervisors. It was thought important to develop satisfactory relations with the supervisors at the outset and (1) to get a picture of the general work problems as they appear to them, (2) to get a thorough knowledge of the work done by the operators and the requirements that are made of them, and (3) to learn as much as possible about each supervisor's attitude toward his personnel problems. This general background is regarded as essential to an adequate understanding of employee complaints.

At the present time the major problems in this department from the supervisors' standpoint are, in the order of their importance, (1) Group earnings and piece rates, (2) Schedules and work difficulties, (3) Difficulties involving the supervision of individual employees. On the whole, the supervisor's time is so occupied with the first two of these problems that he has little time for the third.

(1) Group Earnings and Piece Rates

This is the major problem in all sub-departments in 6364. It is partly due to the fact that low activity does not permit employees to work full time on one job. Partly it is due to a lack of low grade operators who are efficient on several jobs. Another difficulty is that the new piece rates seemingly do not permit earnings that are comparable with past earnings for comparable work. The supervisors are spending most of their time trying to overcome these difficulties because they believe that 90% of employee dissatisfaction is the result of earnings that are considered low.

(2) Schedules and Work Difficulties

The balance of the supervisors' time is mostly occupied with a variety of problems involving work assignments, difficulties with machines, materials and back schedules. Inasmuch as these are only of indirect importance in this experiment, they need not be commented on.

(3) Supervision of Individual Employees

With the exception of the problem case, which is studied carefully by every supervisor in the line before a decision is reached, the supervision of the individual does not appear to be a major problem from the supervisors' point of view. This seems to be due to the following reasons: (a) Employees do not take all of their complaints to supervisors for they say, "He won't do anything about it"; "he will think I'm a kicker"; or "it wouldn't do me any good as he would be down on me". (b)

The lower level supervisor's time is taken up with running the job and there is a general resistance to bothering him or to taking things over his head. (c) Supervisors in general are apt to discourage the employee from taking complaints up the line as it may reflect on them personally.

The employees contacted have been selected from all of the sub-departments involved in the study. Some of them were classed as problems or "chronic kickers" by the supervisors but, for the most part, they were considered average employees. Their problems, with the exception of two men who appear to be rather serious cases of personal maladjustment, are largely personal. Many of these problems are dissipated during the interview, that is, the employee himself comes to feel that no definite action can be taken and that the problem is comparatively unimportant. Some of the employees, however, raise questions that can and should be answered. Many of these involve new piece rates and earnings. These questions are apparently assuming more importance each day as employees are becoming convinced that rates are being cut. No definite action has yet been taken to obtain answers for the employees on any of these questions. If the demand is strong, they are urged to see their supervisor. In a few instances, the investigator has informed the supervisor of the complaint, but in no case has immediate action been requested.

One employee's problem was called to the investigator's attention by a supervisor. The employee felt that he had a grievance because of several transfers, each of which involved

a cut in rate. In the interview, it developed that he had several physical disabilities and that after a prolonged illness, he was given an easy job that paid over a dollar an hour. At the beginning of the depression, he lost this job and since has been moved around because he was not particularly efficient on any assignment. This case was discussed with the supervisors and they decided that the employee should be advised of the reason for the transfer, and of the possibilities of future advancement on the job. They were evidently very successful as the investigator talked to the employee during the next week and he appeared to be more satisfied. It was also noticed that his efficiency had increased decidedly.

The investigator is also experimenting with another problem that appears to be entirely a personal difficulty. In this case, the cooperation of the hospital, the Psychological Testing Section, and the supervisors has been secured in an effort to help the employee make a personal adjustment with the aid of a series of interviews. There is considerable doubt in the investigator's mind and in the minds of the supervisors as to whether this man can be returned to usefulness, but they feel that an effort should be made as he formerly was a supervisor and, at present, could not be satisfactorily placed on any job. The other alternatives, a disability pension or dropping the man from the roll, need further consideration. They will be considered only if all other efforts fail.

The investigator's contacts with employees include two employee representatives. They both expressed interest in the plan and seemed to feel that it would help them in their relationship with their constituents and with the supervisors. They seem to need some help as they feel pressure from the employees urging action that is opposed by the supervisors. They also feel that a good part of this demand for action is emotional, but as representatives they can not oppose it openly as they will lose their jobs as representatives. Inasmuch as this situation is not very satisfactory to the employee representatives or the supervisors, the investigator plans to work along with the former to relieve as much of this sort of pressure as possible.

One other item of interest may be mentioned. This is the fact that the employees have spontaneously associated this experiment with the old interviewing program. This has helped a great deal in getting their confidence and in establishing satisfactory relations with them. Almost all of them have expressed appreciation of the interview and of the opportunity to talk things over.

Summary

In general, it may be said that these first six weeks' work indicate that the plan is beginning to satisfy a need that has been felt for some time by supervisors, employees, and employee representatives. The supervisors seem actively interested in the plan

8.

and, in several instances, they have said that they would welcome the assistance that the "Personnel Man" might offer in helping them to gain a more complete understanding of their human problems and in getting their thoughts and their problems up the line.

With regard to the employees, it is sufficient to say that they are all as interested in the plan as they were in the Interviewing Program. They go out of their way to speak to the "Personnel Man" whenever he is in their section. They talk openly and freely of their problems and this in itself appears to be beneficial to them.

In view of this experience, it is felt that the ground-work is being laid for a program that fits into shop situations without disturbing the work that these organizations perform and which at the same time can go a long way toward alleviating many of the problems industrial organization presents.

WJD-ACM-6086-4:WC
4-8-36

1. Non-supervisory Employees

1-a Expected Future Requirements as to Number and General Classifications of Employees

Technical Specialists, including Equipment Engineers.

Skilled Tradesmen

Process Workers

Mr. Dietz will discuss conditions of labor market with respect to availability of each group. Each Works will report on their location and also indicate present views of number required.

1-b Selection and Induction of New Employees

Consideration given by Employment Depts. with respect to wages being sufficient to meet social responsibilities of new employees.

Mr. Dietz to describe Kearny procedure. Hawthorne & Point Breeze to discuss also.

1-c Employment Plans and Procedure

What grades of employees are we hiring?
How many of each grade?

Mr. Dietz to open.
Mr. Skinkle has analysis to present.

1-d Specific Training Programs

1. Kearny Progression Training
2. Hawthorne's Program of Training Tool- and die-makers, machinists, adjusters, and coil winders, hand and automatic screw machine operators.
3. Point Breeze. Problems and developments in Evening School work.

Mr. Dietz to report.

Mr. Rutherford

Mr. Hieck

1-e Upgrading

Upgrading programs in effect at each Works location, including the technique of selection for upgrading, such as Ratings and Surveys.

Each Works to present story. Mr. Skinkle to present upgrading charts.

1-f Wages

Review of wages of continuous service employees in relation to 1950 wages. Outline of any important wage problems. Attitude of employees toward group piece work.

Mr. Skinkle to present analysis. Each Superintendent to report.

2. Supervision

2-a Requirements

The present supervisory force and the probable number required.

Mr. Skinkle will present study of requirements. Works will present survey of present force & predict immediate needs.

2-b Supply

Where will additional supervisors come from and how will they be selected?

Hawthorne to open discussion of "Methods for Selection of Supervisors". Pt. Breeze will describe "Selection, Rotation & Promotion of Supervisors". (Including use of subjective measurements & Tests.)

2-c Present Supervisors

How are they being developed?
By rotation, training & upgrading.

Hawthorne & Pt. Breeze will develop their discussion of "2-b Supply" to lead into this subject as well. Kearny will discuss.

How can quality of supervision be improved? Development of supervisory techniques.

Mr. Dietz will summarize.

2-d New Supervisors

Where are we going to find them?
What will be the methods of selection?
Restoration of demoted former supervisors.
What preliminary training should they receive?
How most rapidly developed?
Does the increasing technical complexity of our shop products make it desirable to have supervisors with better technical training?
How shall we strengthen the human relations attitude of the supervisory organization?

Mr. Wright of Hawthorne will take these questions for discussion as a general introduction to opening up the presentation of 2-a.

3. Plans to Promote Satisfactory Relations with Employees

- 3-a Hawthorne Personnel Counseling Activity: Mr. Rutherford will direct discussion.
- 3-b What means are available and used for determining the daily attitude of employee toward his supervisors and the company. Each Superintendent to assign the discussion of this subject.
- 3-c Outline of any practices or policies which appear to be disturbing to employee morale. A report from each Superintendent.
- 3-d Kearny Personnel Audit. Parallel activities at other Works. Mr. Dietz to explain. Mr. Rutherford-Mr. Hieck.
- 3-e Hawthorne's Interviewing Program
Point Breeze's Periodic Interviews
Related Activity at Kearny Mr. Rutherford to assign
Mr. Hieck to assign
Mr. Dietz to assign
- 3-f What plans are in process contemplating strengthening the whole organization over the next few years. Each Superintendent to contribute a statement for his works.
- 3-g Basic Personnel Research with object of:-
1. Defining and recording the personnel relationship between individuals and their supervisors on the job.
2. Determining the responsibility of the supervisor and of the Industrial Relations Branch in giving Personnel Service.
3. Fixing the responsibility of each level of supervision in rendering Personnel Service. Mr. Hieck to open up the subject. Each superintendent to discuss what is being done at his location.
- 3-h Development of better knowledge of job requirements and employee qualifications. Kearny to present its study on this subject.

In the following report, we will attempt to outline briefly the thoughts which precede the introduction of the Personnel Counseling experiment and some of the more important observations in connection with the experiment itself. The outline will be divided as follows:

1. A summary of the discussions which took place before the experiment was introduced;
2. Some observations in connection with the development of the experiment;
3. Present day thoughts in connection with the experiment including the area now being serviced by Personnel Counselors and the method of handling the material gathered.

1. Summary of Discussions Regarding the Introduction of the Experiment.

In January, 1936, several conferences were held by the executive staff at Hawthorne for the purpose of discussing the employee relations activities at Hawthorne. In these meetings, there was a decided division of opinion as to whether our employee relations activities were or were not functioning satisfactorily. Some felt that many employees were not using the help that they might obtain from, for instance, the thrift counselors, the Service Department, or the Hospital, and that there was too much red tape in connection with the records involved in contacting the Personnel Placement Department. Others felt that it might be advisable to set up a program which would short cut some of this red tape and in effect, coordinate our Industrial Relations activities. It was also agreed in these conferences that a program of this sort could not function unless the discussion of problems with employees and

with supervisors were considered confidential. The group feel that this angle of the program might present difficulties and after some discussion it was decided that some progress might be possible if the experiences gathered in connection with the interviewing program regarding the safe-guards necessary in handling confidential material were used as a starting point. It was, therefore, decided to assign an interviewer to a shop department to determine first, if there was a need for this kind of personnel work ; second, to determine if material gathered in confidential interviews with employees and supervisors could be used, and, third, what kind of safe-guards were necessary to insure that employee confidences would never be violated.

In general, it was felt that the counselors should avoid taking an authoritative position. It was felt that he should act as a representative from an outside organization and that any problem which would come to his attention should be studied thoroughly to determine if action could be taken which would not embarrass anyone.

2. Experiences in Introducing the Experiment.

A short time after the counselor began working in department 6364, it became evident that he was spending more time with problems which involved the supervisor's relationship with the employee and supervision than he was spending in interviewing employees. He also found employees rather reluctant to take their problems to supervisors. It seemed to the counselor that this difficulty was due in some cases to the supervisor's attitude toward the employee and in other cases to the fact that supervisors were busy keeping the job going and, for that reason, did not have

time to devote to complaints. It seemed also as though a good many employees appreciated being able to talk over their problems with someone besides their supervisor. Because of these observations, it was felt that the experiment was developing into a worthwhile project, but at the same time, a program of this sort could not be judged by the experiences of one counselor. Therefore, in May of 1936, one man and one woman was added to the staff to work in the Hand Telephone Set Division and one man added to work in the Central Office Division. Their experiences confirmed the observations made by the original counselor which meant that the kind of problems which he found here typical of the Hawthorne shops as a whole. During this experiment considerable thought was given to the problem of recording interviews taken with employees. At first, the counselor felt that he could carry on the work without any written records of the subjects discussed with employees. It was soon found, however, that the counselors contacted more and more people that he could not recall the details of some of the discussions which had taken place several months previously. It became important that he have some kind of a record to refresh his memory because employees quite often asked questions about things that had been discussed previously. It was therefore decided that each counselor would make a brief record of the subjects discussed in the interview. This record would be kept in a confidential file. While the experiment was in the experimental stage, considerable thought was given to the counselors' relationship to the employee representatives. It was felt that a program of this sort might be used to make the representation plan less effective if our records were not kept confidential and, briefly, our attitude toward the representation plan is similar to our

attitude of the activities of the Hawthorne Club, the Service Department and the Personnel Placement Department. They are necessary parts of a well-rounded Industrial Relations program. The Personnel Counselors' function is simply that of a coordinator. It seems as though it is important that employees have an organization that has a representation plan and that organization have considerable authority to bring pressure to bear toward settlement of problems which are of a controversial nature. Also at the same time, there is a need for a personnel program which can straighten out minor irritations which occur between the employee and his supervisor and between the employee and other Industrial Relations organizations.

3. Present Status of the Experiment.

In view of the fact that the experiment seemed to be ^{1/1}feeling a need that was felt by many employees and some of the supervisors. It was decided to extend the program as rapidly as we could find and train interviewers who were capable of dealing intelligently with shop problems which are of confidential nature. We now have five men and one woman working in the Station Apparatus and the Central Office shops. They have interviewed between five hundred and six hundred employees and supervisors, and apparently from the comments which we can gather from employees and from supervisors, some headway is being made toward fulfilling the objectives of the program. Many employees have said that their supervisors are more considerate, and first and second line supervisors feel that their superiors are giving more attention to Personnel problems. The program is still in the developmental

stage and for that reason an adequate filing system has not yet been put into operation. We plan ultimately to have each counselor go over the records of his interviews carefully before they are filed, to be sure that there is no identifying information in the record. When that is done, there will be the counselors' files, which will be kept in a separate cabinet assigned to the counselor, and the other file will be used as all old interviews were used, for training supervisors, identifying problems of a general nature and for research purposes.

ACM-831-4-MJA

2-23-37

Mr. Moore

6086

T

2-19-36

MR. G. A. PENNOCK, c/o W. F. HOSFORD, New York

Moore has contacted only one E.R. and him briefly. No unfavorable reaction

ORIGINAL SIGNED BY
G S RUTHERFORD

C. S. RUTHERFORD

CFR-N-6080

2954

The above outlines in general terms about what the "Personnel Man" would do and what his broad objectives would be. We expect that he will introduce a new relationship into the work situation as first he will be set up outside the present supervisory hierarchy and therefore will probably represent upper management to the employees; and second, his background, that is, his training and his personal attitude toward the job will introduce a new approach to and a more complete study of human relations problems.

In the beginning employees will undoubtedly make many demands which will be difficult to satisfy. Some of them which are of a personal nature will be dissipated through the understanding that develops in several interviews but others which are indicative of fundamental disturbances will present problems as the employees will probably expect some sort of action. In these cases the "Personnel Man" will attempt to develop an appreciation of the complexity of the total problem; but when he has gathered the facts, he will either have to secure action indirectly by suggesting a remedy to the line organization or he will, when the problem is of a general nature, present the analysis to upper management for approval. We feel that all employee complaints will be satisfied by this approach. We also believe that ultimately the "Personnel Man" will become aware of disturbing elements before a crisis occurs which will cause employees to demand immediate action and therefore the needed change will be made on what appears to employees to be Company initiative.

We also expect to find considerable antagonism directed toward the "Personnel Man" by the department supervisor. This, of course, will have to be dissipated as the success of the experiment depends largely upon their working in harmony.

We will at first spend considerable time allowing supervisors to express their feeling. This, experience has shown, will dissipate the attitude to a certain extent. We then hope that they will gradually realize by working with the "Personnel Man" that they are free to function as before as it is important that nothing happen which will embarrass them in any way. For this reason it may occasionally be necessary for some personal information to be withheld until it can be presented as a general problem. These problems and the "Personnel Man's" judgment will be discussed in conference with the "Personnel Man's" supervisor as it is important that the decision be the result of an intelligent understanding of the various factors involved and not the result of the "Personnel Man" being emotionally involved or as one taking sides in a controversy.

ACM-6086-LT

1-23-56

Int.

SUMMARY OF INTERVIEW

February 12, 1936

J.P. 111007

Observations

Remarks

J.P. appeared to be very glad to see me. He said that he had several questions that he wanted to ask about the problems in the department. He began by asking for my analysis of the two men who I talked to. I pointed out that I had only spent a little time with them, adding that he probably knew them much better than I did. J.P. thinks that the representation plan gives him the right to question any decision that is made by his supervisors, if an employee brings a complaint to him about them. He has lost patience with E.M. because he claims that the man does a lot of kicking to him, but when he takes the case to the supervisor, E.M. is very apt to change his story. He thinks that E.M.'s big trouble is from a bad home situation. His present wife will not allow his own son to live with them. He thinks that R.P. is being given a "dirty deal" with the proposed rate reduction. The thing that is bothering J.P. now is that these employees are pressing him for action and he personally believes that management reasoning in the problem is sufficiently sound so that he hasn't a chance of knocking them off. J.P. admitted that he has a lot of confidence in himself and his ability. He believes that he could handle Mr. L's job, much better than he does. J.P. is looking toward and thinking about a promotion in everything that he does. He therefore is not going to make himself look bad in arguing a losing case for his constituents. He would like to be able to do one of two things - either convince the employees that they have not got a case or find something air-tight that he can take upstairs. At the present time he is trying to knock off the employee. J.P. has done a lot of reading and studying during his spare time. He thinks that he is now in a position to *capitalize* on this work. He has rated each individual in the department in his own thinking according to their ability on the job and personality in general. He thinks that the supervisors are making a mistake in placing too much emphasis on the contribution to the job.

February 24, 1936
Employee's No. EK-9512

SUMMARY OF INTERVIEW

Observations

Remarks

After I explained the experiment to E.K., he began by telling me that all of his misfortunes have come about since Mr. P came into the department. E.K. was a supervisor at that time, but Mr. P took a strange dislike to him and since that time he has been doing everything that he can to make life miserable. Mr. P cut his rate when he was made an adjuster and then began picking at him to increase his efficiency. After a time he transferred him to 42, and then before he had had an opportunity to get into the swing of this job they brought him back to Mr. P's department and since that time he has cut his rate three or four times. E.K. says that he sees Mr. P watching him a lot, and everytime he notices that Mr. P is watching him he gets so nervous that he cannot work. E.K. said that he is very seldom late, but not long ago after being late only once, Mr. P. came over and bawled him out for it and accused him of being drunk. This was foolish because he does not drink. The only thing Mr. P could have smelled was the medicine that he is taking for his nervousness. His doctor has given him medicine that he has to take four times a day. Mr. P sent him to the hospital not long ago. While he was there he talked to Herb Edwards, who promised to see if he could get him into the Edwards Hines Hospital, but nothing happened so E.K. thinks that they forgot about him. I expressed considerable interest in the job E.K. is doing. He was running the machine that puts the wires through the brush rods. It is a clumsy looking affair. E.K. was anxious to show me the job, but my watching him apparently made him very nervous. It took him about five minutes before he could get steadied down enough to show me the work. E.K. is single, he lives in a room in a house located across from the plant. He goes to bed early but occasionally he plays cards with some of the other fellows. He does not have much money to spend because he claims to be helping support his sister. His nervous condition started in the World War when he was shell-shocked, but it has not bothered him very much until Mr. P started to pick on him.

February 25, 1936
Employee's No. JB-152790

SUMMARY OF INTERVIEW

Observations

Remarks

J.B. began by saying that he had a kick to make but he did not believe that we could do anything about it. It seems that he has worked as a lathe operator since starting with the Company. His rate was gradually increased until he reached \$.74 per hour, and on this rate his average earnings were about \$1.02. Then, in 1932, the work in the department got slack so that he spent part of his time on a low-graded bench hand operation. He had a day rate on this job which was much less than his former average earnings. Finally, work slowed down so that he was transferred to 13. While there, he was given an hourly rate of \$.60 on a bench hand job. He worked on this job for about six months and then was transferred to his old department and to his old job. During this time, the department has been put on a group piece work basis and so when he came back his hourly rate was adjusted to \$.58 per hour. This permits him to earn about \$.72 or \$.73 per hour. In making this adjustment, they considered his average earnings during the last three months that he was in the department. This included his earnings on the low-graded bench job. Now, J.B. is spending all of his time on grade 10 lathe work, but his hourly rate (\$.58) which was at one time higher than the other lathe operators in the department is now lower because they based it in part on the bench hand job. The other operators are now being paid between \$.62 and \$.65 per hour. His case has received considerable attention recently because he is now working for his nephew, Mr. D. Mr. D asked the personnel department for another place for him. They tried to place him in Department 6717-2 - Mr. Keller interviewed him, but he would not accept him because he needed someone who could step in and do their work without any instructions. J.B. said that the work up there includes a lot of layout work on which he has had no experience, as the layout work in the Operating Branch is done by someone else. He therefore admitted that he would need some training on the job. He was also recommended for a job in the Specialty Products Branch. He believes that he could handle their work but they did not have an opening for him. J.B. would like to have a transfer because he believes that it will be a long time before his earnings increase very much in this department. He may get a raise of \$.02 or \$.03 before long, but he will still be behind the other lathe operators. J.B. is married and they have one child in high school. The boy wants to study Journalism after he finishes school. He is taking a course in high school.

February 26, 1936
Employee's No. AL-149140

SUMMARY OF INTERVIEW

Observations

Remarks

Before the Section Chief W introduced me to A.L. he told me that he was one of his best adjusters. He added that I ought to be able to get a pretty good idea of their problems as far as adjusting was concerned from him. A.L. began his conversation by stating very emphatically that he believes that the group will never make satisfactory earnings with the present piece rates. He pointed out that there had been no change in the method of doing the adjusting job but the rate on that work has been cut so that they have been asked to increase their output from 70 brushes a day to 240 brushes a day. He has already found one or two short-cuts that save some time and so has been able to increase his output to 140 brushes. He thinks that he has done about all that he can and that someone else will have to show him any new short cuts. He has talked with Mr. P about the rate. Mr. P told him that they would have to give the rates a fair trial. He also talked to Mr. R about the problem when he was given his service button. In this conversation he was conscious of the fact that he had to be very careful of what he said, but he told him that he had done everything that he could do to increase his output. A.L. was made a supervisor a short time after he started with the Company, he enjoys his work and believes that his job was satisfactory. He was acting as a Section Chief in 1932 when the crash came. At that time, the department was running back schedules on almost everything. These were wiped out overnight and all of the short service people were laid off. He was placed on adjusting work. He spent some time adjusting in Mr. K's department, and when he went out there they told him that it would take several months for him to learn the job, but he hadn't been there a week until he was turning out as much work as the rest of them. He then, in a short time, was able to turn out twice as many cams as any of the more experienced operators. He apparently doesn't have much sympathy for the rest of the group as he thinks that they should have been willing to turn in a reasonable amount of work. A.L. is married and he has two sons. The oldest boy apparently is not much of a student as he refused to finish high school. The boy wants to go to work and

February 27, 1936
Employee's No. EM-151208

SUMMARY OF INTERVIEW

Observations

Remarks

E.M.'s principal complaint is that he believes that he is qualified to do higher graded work than he is now handling. He has been told that they plan to cut his rate \$.02 an hour to keep him within the rate range of grade 6 jobs. This reaction does not appear to be based on any particular logic. It is simply that he has done higher graded work and he is now capable of doing higher graded work; therefore, the Company should not consider him as a grade 6 operator. E.M. believes that he did good work as a supervisor before, but he does not think that he will get a chance at this work again, because of the tendency to put younger men on these jobs. He thinks that his former supervisors thought well of him but he is in bad with the present administration. He thinks that they have gone out of their way to find fault with his work. E.M. has spent most of his working days supervising a variety of jobs. He believes that he has the ability to gain the respect of those under him and to him this is three-fourths of the supervisory technique. He did not openly criticize his present supervisors, but he pointed out the group chief as an example of a poor supervisor. He does not think that this is the group chief's fault, but he has had no experience on the work that they are handling and therefore does not know what can and cannot be done. The group chief came from the box shop. E.M. lost considerable money during the depression - several thousand dollars worth of insurance bonds were wiped out and about four thousand dollars which he had on deposit in a bank which failed was lost. He has recovered about \$500. of this money. He does not seem to be particularly upset about losing this money, but he wants a job that will allow him to earn a fair living. He is earning less today than he was when he was hired as a layout man. My thoughts on this case are rather vague at the present time. There is something wrong with his relationship with his supervisors. The man evidently has ability which is being wasted at the present time.

March 2, 1936
JN-166327

SUMMARY OF INTERVIEW

Observations

Remarks

J.N. said that the piece rate problem and the methods that the supervisors are using to step-up output are the most serious problems in the department at the present time. He was a group chief in charge of this work for several years. During that time he made a special effort to learn all that he could about each operation, as he felt that a supervisor should know the work as well as any of the operators. From this knowledge he cannot see any change that has been made in either the adjusting or the assembling operations. The work is the same as it was before the conveyor was put in except that the conveyor saves the operator piling the work up on the end of the bench and it saves them from moving it from one bench to another. The old piece rate for the job was about \$1.18. This price varied slightly with the types of switches. The present rate is about \$.99. This includes, in addition to the work that was done before, the manufacture of all of the piece parts. At the present time there are as many men working on the machines as they have in the adjusting and assembling groups. J.N. therefore reasons that there is twice as much labor on the job at the present time, but the rate has been reduced on the overall product. It is impossible for the conveyor to have made this saving on the job. J.N. is also wondering about management's attitude toward the quality of the work. He felt that in times past they were more interested in turning out a perfect product than they are at present. The inspection is now sampling the work in the department instead of giving it a detailed inspection, as they used to do. Because of this, and because of the drive that is being put on the men by the supervisors they are at the present time railroading a lot of work. This apparently is necessary because in the beginning one operator, in order to make a showing, started sliding his work. Then the supervisor went to each man in the group and demanded that he step-up his output to equal this new figure. The operators are being caught at this every once in awhile by the inspection, but the attention of the department is directed toward output. Therefore, they would rather be bawled out for this than they would for a lowered output.

Observations (Cont'd.)Remarks

J.N. apparently does not have much trouble with his own efficiency but still his average figure is less than the man who works on that job occasionally. This man spends about one-half day with him, and the balance of his time making inspection repairs. It is not possible for a supervisor to measure the time that this man spends making repairs. He therefore juggles it so that his efficiency on adjusting is a little better than J.N.'s. J.N. does not believe that the present supervisor knows anything about the work. He also does not seem to be making an effort to learn the job. It looks to him as though they made a job for this man to carry him until he is eligible for a pension. The supervisor apparently is waiting for a pension. J.N. feels rather concerned because his experience in the Western Electric has been limited to supervision. He was made a supervisor when he was eighteen or nineteen years old. From the stories that he told, of his activities as a supervisor, I gathered that he has been given considerable authority in the past and that he showed an unusual amount of initiative. He is not sure that his present supervisor thinks as much of him as his previous supervisors did. He thinks that because he has developed a habit of speaking his mind he has often taken up complaints of the whole group as though they were his own, as most of the operators are afraid to talk. He believes that Mr. K knows the job in that department as well as any one that they have had, but he will not give his group chiefs the authority that they need to run the job. He insists on being in on every decision that is made. He also uses what J.N. calls "underhanded methods" in getting information. J.N. has been accused of doing several things that he had nothing to do with. One time Mr. K. accused him of imitating the whistle. Mr. K insisted that he had information from other operators that J.N. did something to make them think the whistle had blown. Mr. K said that he finally thought he should discipline him, but he was going to overlook it this time. The next day J.N. found that Mr. K. went through the same process with another operator whom he, for some reason or other, thinks is a troublemaker.

March 3, 1936
Employee's No. WL-11425

SUMMARY OF INTERVIEW

Observations

Remarks

W.L. began his interview by insisting that everything that he was to tell me be kept in strict confidence. He spent the greater part of his time criticizing what he called, "unintelligent, two-faced supervision." He said that the supervisors are continually pressing the operators for more output. They are giving them a bogey to reach and as soon as one operator finds a way of meeting this bogey, they are asking them to turn out more. These requests are not based on an intelligent understanding of the job. W.L. thinks that a supervisor should know enough about the work so that he could show the operators how they could save time. He also ought to know what a good day's work is, and then insist that the operators do that each day. He pointed out several jobs on which the supervisors are asking for an output equal to the capacity of the machine. In these cases, the time that they spend for rest periods or for mechanical troubles. He also cited several instances in which he had taught other operators to increase their efficiency. He did this because he thought it made the work easier for them, but now that he has discovered that the supervisors are pressing these people for more work, he finds that the other operators are peeved at him. He thinks that most operators in the department have decided to keep what they know about their jobs to themselves, because if they let the supervisors know what they can do they will be pressed for more and the bogey will soon become impossible.

W.L. was born and raised in New York State. He eloped with his wife, and came West because her fiance and her family had threatened to shoot him. When he left New York he was managing a factory of his own which employed about sixty-seven people. He took a job here shortly after he came to Chicago. While working here he has had several small businesses which he took care of during his spare time. One was a dry goods store, in Oak Park; another time he manufactured notions, and claims he made money on all of these, but in one way or another the money slipped through his fingers. I gathered that his home life is not entirely satisfactory. He paid \$2,000. for a summer cottage that his wife wanted and then found that she could not live in it because the location was bad for her hay fever. He and his wife went back to New York two years ago. They were quite relieved to find that both sides of the family had forgiven them, he also was surprised to find that all of his brothers had very good positions. He asked for a

2.

March 3, 1936
Employee's No. WL-11425

Observations

transfer or rather some advice about a transfer to a clerical position. He said that he thinks he has done manual work long enough. He took a course not long ago in Business English. He claims that he completed four semesters' work in one. I pointed out that most clerical jobs in the plant paid much less than he was getting. I suggested that he think some more about this and that we get together again and talk it over at a later date. There is something wrong with this whole story. It doesn't seem to fit together. In brief we have a man who owns a small factory leaving it, coming to Chicago, and take a job here, and apparently he shows considerable mechanical ability because he was hired to run a very difficult machine, and on three occasions was often offered supervisory positions. He turned these down because he wanted to spend all his spare time thinking about his outside business, which he claims paid him good money. Now, at the present time, he is not happy with his position but instead of seeking a promotion that is in line with his experience he asks for a clerical job. I planned to talk to him again as soon as I can conveniently.

Remarks

March 4, 1936
EB-1571

SUMMARY OF INTERVIEW

Observations

Remarks

E.B. was introduced to me by Mr. P as being a man who had a grievance. He had talked to Mr. Denny and Mr. Drewes about this grievance some time ago. At that time he asked for an interview with Mr. Landry. Recently, Mr. Dvorak talked to him and at that time he wanted to see Mr. Landry again. Mr. Dvorak was to write a summary of his interview with him. E.B. gave rather a complete history of his experiences since leaving the farm where he was raised. He worked as an ironworker on a construction gang when he was young. Then he came to Chicago and through the insistence of a friend who lived near his father's farm he started to work here. His experience evidently was divided between the key job and the brush and rod job. His average earnings increased from the time he started until the depression, when they were about \$.96 per hour. At that time work was slack on his regular job so they gave him a trial adjusting brushes, which was the highest grade work in the department. This was new work to him and as his efficiency was not very high they cut his rate from \$.96 to \$.74 per hour. He did not think that this cut was fair and so he raised the protest that Mr. P told us about. Mr. Drewes had promised him that he would get back at his old job and at his old rate as soon as possible. Now, that Mr. Drewes has been moved, E.B. does not believe that this promise means anything. After discussing this problem for some time, E.B. concluded that he was not as bad off as many others in the plant. Also, that he would not gain much by talking to Mr. Landry at the present time. He therefore said that he would not make an effort to see him. E.B. has 27 years of service and he is looking forward to getting a pension. He would like a 40 acre farm; however, his wife refuses to go on a farm with him. He is also thinking of a small cottage besides some small lake. The family consists of the wife and two sons, ages 21 and 24. The 21 year old son was married some time ago. E.B. tried to stop the marriage but the son would not listen to him. Shortly after the marriage the boy was laid off and E.B. and the father-in-law had to take care of them. The other boy plans to be married shortly.

Observations (Cont'd.)Remarks

E.B. appears to have a very satisfactory home life. He has no serious financial worries, his home is paid for and they have a small car. He mentioned that his home was not as nice as he would like to have but when he bought it he did not want to burden himself with heavy payments. He preferred to have a car and spend money for other enjoyments. His difficulty regarding his rate was caused largely by Mr. P's failure to convince him that the reduction was justified because E.B. was not as capable as he used to be. This approach hurt worse than the actual loss of money. He also was somewhat disturbed because he failed to progress as far as several others who started with him but he has rationalized this failure in terms of contentment and not having so far to fall during the last few years. Over all, E.B. has made a very satisfactory adjustment. He apparently likes his present job and is working hard at it. If he is able to continue this work the department should have no trouble with him.

March 12, 1936
L.R. 152883

SUMMARY OF INTERVIEW

Observations

Remarks

L.R. seemed quite curious about the experiment. I gave him quite an elaborate explanation - connecting it with the interviewing program, but pointing out that we were going to use the information that we obtained. He began talking about problems that his constituents have brought to him. These problems all involve hourly rates and piece rates. He thinks that J.V.'s hourly rate should be increased as he is an excellent mechanic. He also thinks that we did a poor personnel job when Miller was allowed to turn him down for work in his department. He does not believe that Miller has very many mechanics that could make the gear that he showed J.V. as one of the requirements on the job. L.R. is apparently an aggressive individual. He learned the machinist's trade at the Foote Gear Company in the city. He was well liked on that job. The boss tried to get him back several times after he quit. After leaving there, he and another fellow went bumming around the Country. They apparently covered about three-fourths of it. Their program was to work a few days and then travel until the money was spent and then work again. He thinks its a lot of experience doing this, and he can recount the details of his adventure by the hour if he is allowed to. These apparently mean a lot to him. He then came home and, in a short time, took a job here. L.R. enjoyed his work in the department and felt that Mr. Miller appreciated his ability. He had an opportunity to go into the office, but he was told that the department did not want to let him go as they planned to make a supervisor of him. They did this in 1929 and L.R. feels that he was successful at this work. He does not, however, think that Mr. M thinks much of him. He is rated as a grinder, but he is used on almost every machine in the department. Our conversation did not cover his home life and his family. He only mentioned it casually - saying that he is not as wild as he used to be. He has settled down.

March 19, 1936
J.H. 116273

SUMMARY OF INTERVIEW

Observations

Remarks

Over all, J.H. is glad to be working here. He is irritated a bit by supervisors driving for more work but he figures that that is their job. He feels that the piece rates have all been reduced, but things here are so much better than they are outside, that he does not wish to complain. He was laid off in 1933 from a Grade 7 adjuster's job. He was rehired in May, 1934 at \$.70 an hour and he was again laid off in March of 1935. He was rehired again in November of 1935 at \$.44 per hour piece work. He found work during both of these lay-off periods, but he didn't make much on either job, and he had to work much harder than he does here. He believes that many people who are now unemployed could find work if they were aggressive enough. He took his boy's bicycle the day after he was laid off and contacted about thirty Companies. He did this each day until he found work. J.H. owns his home. It was originally valued at about \$11,000. but now it is not worth more than \$4,500. It is encumbered with a \$3,000. mortgage, but will have to be refinanced in the spring of next year. He is thinking about trying to get the Building and Loan Association to take over the mortgage. I encouraged this. There is a ten year difference between his third and fourth child. He said that the baby was born shortly after he was laid off the second time. He thought that his job was going to be permanent when he was rehired and so they decided to have a baby. His oldest boy is 15 - just entering high school.

J.H. expressed sympathy for the older laid off employees. He feels that most of them will never be called back, and he knows that it is practically impossible for older people to get work outside. He had to lie about his age to get a job. He gave his age as 40 instead of 45. I explained the management's attitude toward hiring and upgrading.

March 20, 1936
SF-5119

SUMMARY OF INTERVIEW

Observations

S.F. thought that he did not have anything to complain about at the present time. He has had to take a cut because there is not work enough to keep him busy as a layout man. He complained about this cut when they gave it to him but he now appears to be convinced that further complaints would be useless. He felt that a good part of the difficulties in the department at the present time are due to the former department chiefs. He kept each man on a job; in other words, made a specialist *out* of him, and he would not give him the training that an all-around mechanic needs. Now, when Mr. L has to use men on a variety of jobs, their efficiency is so low that they are rated as poor operators. He said that Mr. L is not personally responsible for the present problems in the department. He thinks the group chief has a very difficult job because he has so much territory to cover. This employee did not talk freely at any time during the interview. This was probably because I spent some time talking to Mr. L near the employee's bench. I am not recording much of our conversation as I do not think that I got the true expression of his attitude. I intend to talk to him again in the near future.

Remarks

*one
word
likely*

March 23, 1936
AJ-30586

SUMMARY OF INTERVIEW

Observations

Remarks

There is long and very involved story behind this employee who is definitely recognized as a problem. He puts on an appearance of being illiterate and very dumb, but I have a feeling that his mind is very alert. A.J. was born in Czecho-Slovakia. He worked there as a shoemaker apprentice for four years before coming to this country. When he came here he could not find work at his trade and so took several jobs, the best one being a presser in a clothing factory. After coming here he was used on a variety of low grade jobs. He seemed to get along on these jobs all right until some time after he was hit on the head with a bolt from a motor. Several months after this accident he complained of dizzy spells and headaches. He also grew very temperamental, demanding easy jobs and very considerate supervision. His case was officially decided to be an M.C.C. responsibility and on August 30, 1933, he was dropped from the roll.

There was considerable agitation with his lawyers and the family shortly after this and the daughter finally came in to see Mr. Rice, who decided that A.J. should be rehired. A.J. apparently likes his present work. He says that it is easy for him, except when they ask him to do any jobs that require thinking. He runs a drill press occasionally, but he is only good at this when he has a jig to work from. He seems to be worried for fear he would be laid off again. His wife is sick at the present time. She has had an operation and is in the County Hospital. A.J. says that she has been crabby for a long time so that he could not get along with her. All he knows is that she got to screaming and hollering because something hurt her. He tried to take care of her, but he finally left the daughter in charge and went down in the basement where he couldn't hear her. Then they took her to the County Hospital. He goes to see her every week and now he knows she is better because she smiles and is glad to see him. The daughter who came in to see Mr. Rice is now married. Her husband works for Crane Company. He has another daughter who is married to a man who works for the Gas Company. I noticed during my conversation that A.J. expresses himself very well and gives intelligent opinions on things that he wants to talk about; for instance, his yard, garden at home, and he is very well informed on the European situation.

March 23, 1936
EV-18535

SUMMARY OF INTERVIEW

Observations

Remarks

E.V. went into considerable detail regarding the details of his job. He thinks that it requires a skill that some people acquire and others don't. The work has been made much easier during the last few years. He used to have to depend upon his eyesight to know when the spring was straight, but now they have a jig with a light behind it. He mentioned the difference between the adjusting job that he is doing and the adjusting; that is, adjusting on the commutators. The other adjusting requires more skill. He worked on this for some time. When he was taken off the job he was told that it was because of lack of work. He pointed out that his efficiency was higher than one other operator in the group and he thought that he should be kept on the job. Mr. P told him that the other operator was an ex-supervisor. He then pointed out that he had been a supervisor back in 1922 or 1923. Mr. P told him that he was not officially a supervisor as the records did not show it. He then was moved to the rod job. He thinks that he made a good showing on this job. They did not complain about his work when they took him off, but they told him that they had to make room for a man who had more service than he did. E.V. is wondering why if service was the thing to consider in the second move, it wasn't considered important when he was moved from the first adjusting job. His attitude in explaining these things indicated a favorable adjustment. He seems interested in his present work and he is trying to create a favorable impression so that he will be moved back to the higher graded work when the schedules pick up. He expects that earnings on the job will be reduced considerably in the near future. He does not have a clear understanding of the allowance which is being made or the actual earnings of the department. He only knows that they are going to go down 2% a month. He does not believe that the department can earn much more than they are now. He feels that he is very lucky to have his home paid for. He does not know how he is going to pay his taxes this year. Has decided to cancel an insurance policy which will return them about \$50. but the taxes will be \$100. It takes every cent of

ObservationsRemarks

his present \$26. salary to keep the home going, so he is not able to put anything aside. He owns a 1929 Ford. He wants another one badly but does not see how he will ever be able to get one. He has a complete camping equipment, including a trailer for the car. These camping experiences mean a lot to the family. These demands in the home are going to be important with regard to his adjustment to a decided drop in earnings, or a failure to be assigned to the higher graded adjusting jobs.

March 27, 1936
E.K. 9512

SUMMARY OF INTERVIEW

Observations

Remarks

This is my second interview with E.K. I talked to him because W, the section chief, told me that the man is not satisfactory on the job, and they've got to do something with him. I have not been able to establish a relationship that is entirely satisfactory in this case. He talks very freely about the things that he wants to talk about but he appears to be covering up the more intimate things that are affecting him. He also does not seem to realize the seriousness of his position in the department. He has not taken any personal responsibility for his failure on the job. He thinks that Mr. P has developed a dislike for him and that he is persecuting him. In this interview we talked some more about his job and I made an effort to get him to compare his work with others who have been on the same job. His statements in this area were very vague. He also attributes his nervousness to shell-shock while in the army. I encouraged him to talk about the war. He said that his Company spent most of its time digging front line trenches - that they were always out ahead of the rest of the army. He also indicated that they spent unusually long periods at the front with no relief. One time they were sent back for a rest but they were returned to the front before they reached their destination behind the lines. E.K. was in the hospital when the Armistice was signed. He said that he had rheumatism. His account of these activities were very vague. I also encouraged him to talk about the treatment which he is receiving from his dentist and doctor. The dentist now tells him that his teeth are O.K.; his doctor is still giving him medicine to quiet his nerves. E.K. thinks that this is helping him. He is figuring on getting more exercise as soon as the weather warms up. He may take a walk over to the Athletic Field. He also thinks that he might join the Veterans of Foreign Wars organization. He does not think much of the American Legion because anybody can belong to that. There are a lot of puzzling angles to this case. His reactions in many areas are not what one would expect. He does not indicate anger or disgust or discouragement in any degree. He seems to realize that things are happening around him but they do not concern him personally.

March 27, 1936
K.L. 247027

SUMMARY OF INTERVIEW

Observations

Remarks

K.L. felt that the experiment would be a good thing because none of the employees talk to the supervisors the way they talk among themselves. He has noticed that especially with some of the other employees. He said that he takes things up with his supervisor because he can talk to him. For instance, he has complained about the bogey on his job. This job is grinding the surface of the discs on the sequence switches. The bogey is 148 per hour and K.L. says that he can go at that rate of speed for a short time but he cannot keep it up because things interfere with the job; for example, the wheel needs dressing occasionally, and every once in a while the parts run bad so that they take more grinding. The group chief tells him that all these things are figured in the bogey. K.L. doesn't believe that this is possible. He has asked the group chief to show him how to do more work. He has also asked him to bring someone in to run the job who can do more. K.L. would be willing to take a day off on his own time if he could sit down and watch someone work who could turn out the bogey. He hates to go home at night when his bogey has been low. He says he doesn't feel right. He also knows that the next morning he will get bawled out. The group chief doesn't really bawl him out any more for this job but he always asks why he didn't do more, and then he marks the low percentage figure on the bogey sheet with a red pencil. K.L. works on several low-grade jobs. He can make the bogey on some of them so that his average bogey figure is not bad. He said that a lot of fellows are railroading work in order to make a showing.

K.L. was laid off twice. The first time he had nine shares of stock and a small savings. This was all spent before he was able to find work. He appreciates the effort that was made by a former supervisor to get him to subscribe to A.T. & T. stock. This money kept his family off relief during the depression. K.L. is single and he lives at home with his mother and sister. His younger brother is married now but he was home out of work during most of the depression. K.L. seems to be very aggressive. He likes his present work because he doesn't have to stay on one job all the time. This gives him variety and keeps him interested. He was used as an unofficial supervisor in his old

2.

March 27, 1936
K.L. 247027

Observations

Remarks

department. He didn't think that he would have any trouble finding work after he was laid off the first time, but it took him over a year. He finally found a job as layout man in a machine shop. He had never handled any layout work before but he had taken a course in mechanical drawing and so he told the employment man that he had no other experience. He was very slow at first but the foreman on the job liked him and gave him a chance to learn. The job only paid \$16.00 a week but K.L. was glad to get it. He showed the letter he got from the Western to the foreman when he was called back here. The foreman advised him to take the job and he promised that he would rehire him if he had any work in case K.L. was ever laid off again. K.L.'s sister is now working but she does not contribute very much to the family as she only earns \$12.00 per week. K.L. has always been used to having a new outfit for Easter but he will not be able to get one this year because they are still paying off some old bills. K.L. is looking forward to the opening of the neighborhood soft ball league. He enjoys these games very much and they get good crowds out to watch them. He plays any position, but he likes to either catch or pitch.

LOG

February 14, 1936

RECORD OF OBSERVATION - PERSONNEL EXPERIMENT

Introduction

Remarks

Since the conference in Mr. Rice's office regarding the general outline of the Personnel experiment, there has been considerable progress made toward getting the plan into actual operation. Mr. Landry has taken the matter up with Mr. Raab and Mr. Dvorak's department, 6364, will be used for the trial. Mr. Raab then discussed the proposal with Mr. Rutherford, and he suggested that we prepare an outline of the procedures to be followed in setting up the experiment. This outline was prepared and a conference was arranged for Friday, January 25. At this meeting, Mr. Raab appeared to be very much in favor of the experiment but he seemed to feel he would have to put on a pretty good show in order to sell it to his supervisors. The outline which we have prepared was then read and discussed. Mr. Raab felt that it covered all of the essential points which were needed to put the plan over but the explanation which is to be given to the group and section chiefs seemed to be too theoretical. He wanted something they could put their teeth into. Mr. Wright pointed out that we had spent considerable time thinking about this as we wanted the plan to appear practical to the first and second line supervisors, but when we tried to put our thoughts on paper it seemed as though there was danger of stepping on someone's toes, that is, there was danger that the supervisors would think that we were going to take over a part of their job. We told Mr. Raab that we did not want the experiment to change any supervisor's attitude toward his job. We also did not want the experiment to look as though it were a criticism of the work that the supervisors had been doing. In other words, we did not want a hard-boiled supervisor to feel that he had to soften up for we realized that in many cases supervisory techniques that appeared to be hard-boiled actually produced very satisfactory results. We also pointed out that we were expecting some antagonism but we thought that we would have to work with this. Eventually this feeling would wash itself out if nothing happened that would embarrass anyone in the situation. Mr. Raab

February 14, 1936

IntroductionRemarks

thought that he still wanted something more than that to give his supervisors and so we all decided to think about the item over the week-end.

Mr. Wright, Mr. Putnam and I discussed the experiment in general and the problem of giving Mr. Raab something definite to point to, in Mr. Wright's office on Monday, February 3. Mr. Wright and I had considerable difficulty stating anything that sounded practical. Mr. Putnam said that he thought he had something that could be stated in a way that supervisors could appreciate. He thought that most supervisors realized that there were a good many things going on in their departments that they did not know about. He felt that the experiment could be explained in terms of the difference in the relationship between a worker and his supervisors and the worker and the rest of his associates. We have found from experience that these lateral relationships were important, that is, they were something that management must take into account if they are going to deal with a work situation. Mr. Putnam also said that we could tell supervisors that the experiment was in effect establishing a shunt around the present supervisory hierarchy, between the employees and upper management. To explain this we have, roughly speaking, the Works divided as follows: Man power plus material plus equipment equals plant. Years ago the supervisory hierarchy took care of all of the duties in connection with each of these divisions. In recent years as the plant grew the supervisory hierarchy became so complex that management found it practical to take part of the job of running the plant out of the regular hierarchy. For instance, the planning and scheduling of the work was given to a special group, the development and maintenance of equipment was given special groups. This left the regular hierarchy only the management of the men. We now propose to take a part of this function away from the supervisors; that is, we are going to install a personnel man who is capable of understanding these lateral relationships so that the line organization can have the benefit of this added knowledge whenever they are forced to make decisions affecting the operators.

Not so much force away as to
supplement the division
of labor.

February 14, 1936

Introduction

This puts the personnel man in the same relative position that management has already found successful in handling of materials and equipment. Mr. Wright and I thought that this analysis of the job had expressed our thoughts very nicely but we felt that it was still too theoretical to be explained to the first and second level supervisors.

This problem was also discussed with Mr. Raab. He had prepared a restatement of Par. 1.2 which seemed satisfactory to all of us. We agreed to rewrite the outline to include his statement as paragraph 1.2. On Tuesday, February 4, I met with the sub-foreman and foreman of the departments involved in the study in Mr. Raab's office. They appeared to accept the announcement but they had several questions regarding the details of the job. First, they wanted to know what we would do if a man wanted to go to the service department. I told them that we intended to handle this through the supervisors, either by sending the man to him or him to the man. They then pointed out that there was a difference in the way employees were paid when they have business out of the department. It seems that if the supervisor originates a request they pay average earnings but if the employee asks to be allowed to go to these organizations he is paid day work. Mr. Raab thought that I had better check in on that to see if there wasn't something that needed to be clarified in the instruction.

I attended Mr. Raab's conferences with his supervisors on February 6 and 7. In each of these meetings Mr. Raab explained the experiment in detail. He followed the outline that we had prepared but he supplemented his talk occasionally with cases that made the points involved clear to everyone. I felt that his presentation was accepted by most of the group. They had very few questions to ask after the talk.

Wednesday, February 10, 1936

I stopped in to see Mr R this morning to get any thoughts that he might have since his introduction of the plan to the supervisors. I told him that I talked with two of his supervisors - I felt that they both were very much interested in the experiment. One told me that this new kind of a personnel man would be able to accomplish a lot in his department. Mr. Raab said that he did not have anything in particular to offer regarding the setting up of the plan. He didn't think that we should not rush into the ironworks department. He suggested starting on the fifth floor and then working down towards the ironworks department. He also said that he has been worried about Mr. P's attitude toward the new rates that have been set in his department. Mr. P has told him that he thinks that the new rates are too low and that the operators will never be able to make money working with them. Mr. R wonders whether he is keeping his thoughts to himself or if he is passing them along to the operators. I spent a good part of the afternoon with Mr. D. We went into considerable detail regarding the problems in Mr. L's department. Mr. D thinks that the department is overloaded with long service employees and ex-supervisors. These people are all earning a lot less than they used to earn and therefore are not very satisfied with their jobs. Also they have brought some supervisors into the department that do not have as much service as these men do - this fact causes considerable irritation. Mr. D believes that they are justified in adjusting rates and he thinks that the problem has been overemphasized because of their low activity. In other words, they can't move these people around and there is nothing that they can do except leave them on jobs that they don't like. He also talked for some time about the employee representative. This man thought that he should be allowed to come and go as he saw fit without explaining to anyone where he was going. Mr. D felt that they could not permit

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Wednesday, February, 10, 1936 (Cont'd.)

this and requested that he notify his supervisor whenever it was necessary to leave the job. He also insisted that he explain where he was going and why. Mr. D realized that this irritated the representative, but he could not see how they could control his activities without this information. Mr. D also realizes that the other representatives are allowed to come and go as they please; he thinks that this is the biggest factor in his representative's dissatisfaction. Mr. D then talked about the new rates in Mr. K's and Mr. P's department. He also is a bit worried about Mr. P's attitude toward the rates, but in spite of this the department is apparently making a very good showing. Mr. D has told him that it won't do him a bit of harm to make a good showing with poor rates and that it is going to take time for them to know whether the rates are fair or not. Mr. D showed me a chart of the expected increase in earnings as compared with the actual and the allowance that the Company is making the employees during this learning period. The department's actual earnings are about a month ahead of the expected. He also had the same kind of a chart for Mr. K's department. Mr. K's people have been working on the piece rates for about six months and if the department continues as it is, they will have no problem when their present agreement with employees expires as their earnings will be more than the guaranteed amount. Mr. D also outlined a problem that they are having with one of their older group chiefs. His attitude evidently hasn't been so very good and so they just moved him up to Mr. K's department. Mr. D is going to have a talk with him and try to show him that his usefulness is being affected, but he hopes that the new job and the new environment will also help him. Mr. D does not believe that Mr. M's department has any very pressing problems - said that Mr. M has a lot of ground to cover and

February 14, 1936

Wednesday, February 10, 1936 (Cont'd.)

he therefore cannot be around to watch his men all the time. The earnings from this department are fairly good and Mr. D has not heard of any difficulty. They plan to make a change in the supervision of the dash job. They now have what they call a working supervisor, but this arrangement is not particularly satisfactory because the supervisor's rate is high and he spends most of his time working on a low grade job. Mr. D believes that they have worked enough there now so that they can take this small allowance for supervision out of the rate and make him an actual supervisor. He does not believe that this change will cause any trouble as his experience has been that the employees will benefit from the change; that is, their earnings will increase. We then talked to some length about the experiment. Mr. D did not seem to be at all worried about it. He thinks that the management has much to gain and that the employees will be much more satisfied if they have someone that they can talk to. He pointed out that there is too much red tape involved in our present personnel setup. He knows that there are many employees who would like to talk to the personnel man but they don't go to him now because it is necessary for them to tell their story to everyone in the department and then make an appointment with the personnel man. Mr. D would like to see us cut out all of this red tape. He said the simpler we make it the better. I told him that we planned to limit the red tape to either the employee or myself getting permission from the group chief to allow the man to leave the job. Mr. D thought that this would work out nicely. We also talked some about supervisors worrying about my getting information that might be used against them. I told him that I hoped we could work with this condition informally; that is, I would give all of the supervisors plenty of opportunity to know what I was doing and if the problem involved only them and their people. I hope to be able to work out some kind of a change with the individuals. I also told him that I did not plan to take anything up the line for discussion without first talking it over with him. Mr. D

February 14, 1938.

Wednesday, February 10, 1938 (Cont'd.)

pointed out that this might not always be possible, but he seemed to appreciate the thought at any rate. Mr. D also thought that our big job might be to build up confidence in the program among the employees. He thought that some of them might be skeptical and he thought that they might worry more if I spent too much time with the supervisors. I told him that I thought this was a very touchy detail that would have to be worked out gradually. I also told him that we wanted harmony on both sides - there might be a real problem there in certain locations. Mr. D thought that it might be well, if this kind of a situation becomes noticeable to concentrate on the employees.

ObservationsRemarks

Wednesday, February 20, 1936, (Cont'd.)

with older employees, who normally had high rates. These, in both cases, have been reduced, and he thinks that a good many of them are dissatisfied. He also thinks that they will be more dissatisfied when the department earnings begin to level off. At the present time they are being paid 50% and they will receive 50% as long as they are able to keep their efficiency above the expected efficiency that has been laid out for them, but Mr. P expects trouble as he does not believe that they can keep up their present rate of improvement. Mr. P introduced me to his section and group chiefs. The group chief appears to be very aggressive. He is definitely trying to make a show ~~and~~ on these new rates. Mr. P pointed out one man that he thought I should talk to as soon as possible. This man has been complaining to the line organization and as they don't seem to be able to satisfy him, he now wants to talk to Mr. Landry. Mr. P said that he has been forced to down-rate him twice and cut his rate and he will have to do something as yet in the near future, as the man is not hitting the ball.

Mr. M took me around his department, and explained the work that each operator handles in some detail. He has a working supervisor for the group on the fifth floor but we did not spend much time with him as he was very busy. His people on the second floor are supervised by a section chief and a working group chief. They plan to make this working group chief a real supervisor in the near future. Mr. M did not talk much about the individual operators. He apparently did not feel that he had any problems in that area.

I spent quite a bit of time with Mr. L in his sub-department. I have a feeling that he believes that this experiment is another brain trust idea and that it won't last long. He does not see how it can accomplish anything unless we are lucky enough to find an operator who needs some help, such as a job for his boy or financial advice. He feels

ObservationsRemarksWednesday, February 20, 1936 (Cont'd.)

that he knows the problems of his operators about as well as anyone and that there is not much that we can do to help them. After looking at the work handled by all of his operators we decided that he might introduce me to one or two of them who work around the employee representative. One of these employees expressed an interest in the plan - he thought that there were a lot of people who would appreciate a personnel man who took an active interest in their problems. The employee representative also said that he thought the plan would work. He feels that he spends a good part of his time listening to employees' troubles, but he is handicapped because he cannot spend much time with them. He expressed the willingness to cooperate with us in any way that he could. Mr. L. believes that the representative talks a good job; in other words, he is not much of a worker. He also was not much of a worker when he was a supervisor, but he can talk for hours on any subject. Mr. L. said that, "whenever he has to give us any information he does it either at 11:45 A.M. or 4:30 P.M. so that he can get away from it." Many times the representative starts with a very simple employee problem but before he has discussed it long he attempts to connect his problem with New Deal Legislation; such as, the Wagner Labor Bill and the Old Age Pension Law.

ObservationsRemarksMonday, February 24, 1936

I spent some time in Mr. P's department today. The section chief showed me their efficiency and quality records. These are apparently a much more reliable index of output and quality than we have found in other departments. He allows each operator to tell him what they have produced, but he checks this by picking up the output himself a little later in the day. At this time, he insists that they turn in the amount of work that they have reported. His efficiency records show individual efficiency and the occupational group efficiencies as well as an overall efficiency for the department. He keeps his record of individual efficiency and quality on a card. As a quality check he informs each operator of their defects for the previous day when he picks up their work of the day before. The department is in a state of excitement today as the group and section chiefs are trying to find enough work that they can take credit for so that their earnings will continue to show progress. Mr. P then introduced me to E.K. 9512. In suggesting this man, he told me that he formerly was a group chief. Since his demotion, Mr. P has tried him on almost every job in the department and he does not make a satisfactory efficiency on any of them. He is now working on one of the lowest graded jobs in the department. Mr. P thinks that they will have to reduce him again if his efficiency does not improve. He thought that I might be able to help him with this problem as he does not know what to do. I spent about three-quarters of an hour talking to E.K. in the department; he is apparently in very bad shape mentally. He is taking medicine four times a day for his nervous condition. He believes that P has taken a dislike to him and that he is continually watching him in an effort to get something on him so that he can cut his rate again. I believe that this man can be helped but it will take time and several interviews. I do not want to rush these interviews as the effect of my interviews with the rest of the employees might not be so good.

Tuesday, February 25, 1936

I talked to E.H., the Section Chief in Mr. M's department today. He spent most of his time talking about piece rates and his trouble with piece rate setters. He believes that they are not getting paid for a good many things that they have to do. He

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Tuesday, February 25, 1936 (Cont'd.)

also thinks that the rate setters have insisted on running the jobs too fast and that because of this many of the rates are impossible. He pointed out several jobs that he is running slower than the speed called for on the rate card because the quantity of the work turned out at the high speed is not satisfactory. Defective work on these operations would cost the Company considerable money. He also said that the set-up price allowed for his machines is ridiculous. He pointed out one job on which the set-up rate is \$.26, and said that it takes some three-quarters of an hour to an hour and one-half to do the work. On short running jobs such as are going through the department at the present time, it is impossible for an operator to make up this time. Therefore, the efficiency figures of some of his operators look very bad. He believes that they need more help in his organization. A good part of the work is now running on back schedule. These back schedules occasionally are advantageous, as he can run two months' work at one time. This saves setting the machine up for each week or each month's work. He apparently is through kicking about the piece rates. He also does not believe that he has enough clerical hand to run the job properly. The clerk from 13 is supposed to divide the work with their clerk who spends a good part of his time on the fifth floor, but it often happens that there is no one down there with him. He introduced me to J.B. 152790. He said that this man has a number of things to complain about; the man's problems have evidently been taken up the line, but E.H. does not know what they are doing about them.

From my talk with J.B., I gathered that he has been moved about considerably during the depression, and his earnings have been reduced from over \$1.00 an hour to about \$.70. He believes that the supervisors took advantage of his work on lower-graded jobs when they established his present rate. This does not seem fair to him and he would like to be transferred to higher-graded work. He appears to have been very objective in his analysis of the situation. He can only see that he was formerly paid over \$1.00 an hour for doing the same work that he now gets \$.70 for. This reduced earnings has affected his home life, as his wife had to go to work. His supervisors could probably help him considerably; that is, if they can give him satisfactory reasons for his present rate. I am going to try to stimulate some thinking on their part in this area.

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Tuesday, February 25, 1936 (Cont'd.)

I spent the afternoon in Mr. P's department. The Section Chief has been spending a good deal of time lately watching the operators work. He is going to have them increase their efficiency by showing them easier ways to do each job. He mentioned one operator whom he found holding all of his adjustments to the minimum requirement. This caused him to have a good many rejections. The Section Chief pointed out that he could keep the outside contacts to the maximum requirement and the inside contacts to the minimum requirement. In this way his overall adjustments would be easier. He introduced me to A.L. 149140. I took him out into another section. He appears to be a very capable, well-adjusted operator. He formerly was a group chief, his average earnings have been reduced from about \$1.03 to \$.90. A.L. does not believe that the work in his department has been fairly timed. He has made a decided effort to improve his output but he is certain that the adjusters will never be able to come up to the output expected of them unless they find an easier way of doing the job.

Wednesday, February 27, 1936

I spent some time talking to F.K. the Section Chief in Mr. L's department. He spent considerable time talking about the problems that they have shifting operators from one grade of work to another. A good part of their jobs is small so that it does not pay to assign more than one operator to work on them. This means that a high graded man has to spend a good part of his time working on low-graded work. They also have difficulty figuring the operator's efficiency as they can't set a bogey on most of these jobs. Most of their rates combine several operations. On their larger jobs, this means that one man will start the job and then possibly they will assign two or three men to the second operation; then the first man along with three or four others may work from the third operation, etc. With this condition, it is impossible for him to tell accurately how much each man contributed to the work. He said that their most serious problem is with the long service operators. They apparently are trying to get by and do as little as they can. He tries to make these fellows do their job, but he is handicapped because it is difficult to get anything definite on them. He also has to be very careful what he says because they twist things around and take them to the employee representative. In an effort to

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get along as well as possible, he gives all the hot jobs to operators that he can depend upon.

F.K. introduced me to

He told me that this man formerly was a supervisor, but he now is one of the loafers in the department.

E.M.'s principal worry is the proposed cutting rate. He does not believe that management should do this. This feeling is not based on anything logical. It is simply an emotional reaction. He can follow a management's logic in rate ranges and labor grades until it hits the older employee. He is now earning less money than he did when he started. This is not correct. He also believes that he was well liked and his work was appreciated by the former supervisors but the present supervisors haven't much use for him.

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Friday, February 28, 1936

I spent considerable time today with Mr. T the section chief in Mr. L's department. At the present time there are only nine operators in this group. He thinks he has a good gang with two exceptions. He says that he cannot get close enough to these men to really know them. He has recently been notified that their schedules will increase and he has therefore put in a requisition for some new help. At the present time he is forced to use all of his men on a variety of jobs and the department earnings have been affected because it has been necessary to use high rated men on low graded jobs. Mr. T spent quite a bit of time praising Mr. L as a supervisor. He said that he has learned more about running a department since he has been reported to Mr. L than he ever learned under other Assistant Foremen. Apparently, Mr. L is willing to explain everything that he does and he is willing to listen to an argument.

Observations

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Tuesday, March 3, 1936

I talked to W.L., 11425, this morning. He apparently has done a lot of thinking about his work and the management of the department. He is apparently above average in general all-around intelligence. He appears to have come from a good family and he has had an unusual amount of diversified outside experience. He asked for a transfer to clerical work. I don't know just what he means - I don't think he can express it himself, but he is probably asking for a change or an escape from an unsatisfactory working situation. I want to talk to him again in the near future.

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Wednesday, March 4, 1936

E.B. was introduced as a man who had a grievance. Mr. P told me that they were forced to cut his rate as E.B. could not keep up his efficiency on the adjusting job. At that time E.B. thought that they were not doing the right thing and so has talked to Mr. Denny, Mr. Drewes, and Mr. D. Mr. Drewes had told him that he would make an appointment with Mr. Landry, but this had not been done. Recently, Mr. Landry ran across the correspondence and suggested that Mr. D talk to him again. Mr. P thought that Mr. D was writing a story on the case and that he was going to arrange an appointment with Mr. Landry. During the interview E.B. concluded that he could not gain anything by talking to Mr. Landry, he also concluded that the depression has not affected his earnings as much as it had many other people. He therefore appeared to be satisfied to be able to continue on at his present job until he is eligible for pension.

Thursday, March 5, 1936

I wandered through Mr. P's department - stopped to visit with each of the men that I had talked to. A.L. 149140 raised the question about his boy's chances for a job. He felt that special attention was being given to certain individuals and he wanted that for his boy. I told him that I would try to find out what the Employment Department is doing. E.K. 9512 seemed to be working much better than he was the day I talked to him. I talked to Mr. Wilmott regarding A.L.'s attitude toward their work. He said that they were making an effort to select the best boys for the jobs as they opened up, but he didn't seem to be entirely satisfied with their methods for doing this. All of the applications are filed according to the class of work that the boy is qualified for. Mr. Wilmott thinks that this should be broken down further so that they can consider all candidates in each classification. He also is having a lot of trouble keeping supervisors from demanding special attention for their relatives and friends. He believes that he is making some headway in this up to the Superintendent level, but from their on his hands are tied. His method is to place as many obstructions in the way whenever a supervisor recommends a certain man for his job. He also is talking with them whenever he can and trying to give them a picture of the problem that they are creating for him. Mr. Wilmott also told

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me that they have now hired a large percentage of the desirable pensioners' sons and that they are beginning to work in earnest on the relatives of long service employees. He believes that everyone who has an application in file will be considered in the near future. He also expects that they will soon have a number of requisitions and that probably they will have difficulty in the near future finding desirable candidates. I took this information back to A.L. He seemed to be satisfied. Mr. P told me that he has a number of employees who are pressing him to get special attention for their dependents. He is not doing anything about these requests.

Monday, March 9, 1936

I stopped to see Mr. L regarding an interview with one of his people. He considered various individuals for some time and finally told me that he had just notified all of the employees in his department regarding the reduction in rates. He said that he had noticed them getting together with the representative and therefore this would be a bad time for me to talk to them. I told him that I was willing to wait a week or two, but I also felt that it might help if they were given an opportunity to talk about it. Mr. L thought that they would believe that he was sending me over to find out what they were planning to do and that this would jeopardize my job in some way. I expressed the willingness to take a chance and he finally agreed to give me their worst thinker. He pointed out that the man probably would not talk about the reduction in rate and that if he did, I would probably have to make a very definite promise that the information would be confidential. He then introduced me to R.P. 15724. I sat down with him in the department, and he immediately began to complain about the rate reduction without waiting for an introduction from me. His complaint began in the same general terms as E.M.'s did. He is graded as a Grade 9 operator. He pointed out that none of them had ever heard of a labor grade until management decided to cut rates. He believes that he is as valuable today as he ever was and therefore his rate should not be reduced. He thinks that his earnings have been affected by the depression; that is, they do not now have any work on which he can show satisfactory earnings because the jobs are all small. He did not object particularly when they reduced his rate at the time they took him off supervision, but now he cannot

ObservationsRemarksMonday, March 9, 1936 (Cont'd.)

see that a further cut is justified. He thinks that he still should be rated as a layout man and be graded accordingly. In discussing this, he realized that he was doing a lot of low-graded work. He also seemed to understand that management was going to fix his rate at an average that is within the grade that he is handling. After discussing this for some time, he began pointing out work that was not graded properly. He thinks that the layout work involved in these jobs should be considered in the grading. He said that these low grades are what makes his record look bad.

Mr. M called - said that they were having trouble with A.C. who was transferred to his department on Monday. He asked if I would talk to him as the man was very abusive and he threatened to stir up a lot of trouble.

Tuesday, March 10, 1936

I went up to talk to A.C. in Mr. M's department. The group chief told me that A.C. did not mind the work that they had given him but he objected to a reduction in rate. The job is grade 3 and they are paying him the maximum on that grade (\$.42 per hour). His earnings will probably be \$.63 or \$.64 per hour if the present percentage is maintained. This means a reduction of about \$.04 per hour or more in the man's rate. A.C. seemed very much discouraged at the beginning of the interview. He told of Company experiences, emphasizing all of his bad luck. Years ago, he was considered as an expert in the finishing department. While the rest of the group were making good money at straight piece work he was assigned to special jobs at a day rate of \$.70 per hour. Finally, the acids in the room affected his lungs and he was out sick for almost two years. During this time, the Company took good care of him. They paid both his doctor bill and hospital bill and also helped him to refinance his home. After A.C. got well the Service Department talked to him about a disability pension. He suggested that he would rather work if they could find a good job for him. They said that they thought they could and arranged to have him placed on a bench hand job (38) that paid about \$1.00 per hour. A.C. thought that this was the best job that he had ever had, but along came the depression and swept it away. Since that time, he has been transferred from one

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low graded job to another, and on each occasion his rate is reduced. This new transfer is just another move so that they can reduce his rate. The Department told him that they could only pay \$.42 per hour on this job. A.C. pointed out that the man they took off the job was getting \$.48 per hour. A.C. worked on a drill press job in Mr. K's department. He thinks that this work would pay him more and wonders why he can't have that job. A.C. said that he was so disgusted yesterday that he told the group chief he wanted a disability pension. I talked to Mr. M about the problem - A.C.'s present assignment is the only thing in the department that he can do. He would much rather have an abled body man in his place, but he said that he was not going to argue with the boss. He also thinks that the man should have been kept in Mr. K's department as he could have handled several assignments there. I told him that I was going to talk to Mr. D about the case and that I intended to let him know that I thought they had done a "bum" job.

Wednesday, March 11, 1936

I talked to Mr. D and Mr. R in Mr. R's office. I outlined our interpretation of the problem, pointing out that A.C. had been babied for several years while he was sick and then placed on a job that paid much more than he should have earned. I then pointed out that there had been too many transfers since the depression started - each one meant that a man who believes himself partially disabled had to learn a new job and adjust himself to work that is suited for a young boy or a girl. Each one of these adjustments was difficult in itself and in addition to that they carried with ~~it the distinct stigma of~~ ^{it the distinct stigma of} reduction in rate. The real basis for his complaint is a protest against being moved around. On the surface he cannot accept the explanation that was given him regarding his hourly rate as they had been able to pay his predecessor \$.06 more an hour than they could him, and this other man told him that he had never been able to make the bogey. I also pointed out that A.C. is emphasizing this protest by asking for a disability pension, if he cannot be placed on a job that will pay more. He thinks that he could supplement his pension by getting a watchman's job and if he can, he knows very well that the Service Department will not allow him to suffer. Mr. R suggested that he thought

ObservationsRemarksWednesday, March 11, 1936 (Cont'd.)

that they had better get a little hardboiled in this case. He told Mr. D and Mr. M to explain the reasons for A.C.'s placement to him and to be very emphatic in pointing out that he would have to show some results on the job if he were to avoid another reduction in his hourly rate. He advised against promising an increase as the job is grade 3 and A.C.'s rate is within \$.02 of the maximum on the grade. I later pointed out to Mr. D that it might be well to have the group chief encourage and help him whenever he could. I thought that A.C. needed this other stimulant. I also told Mr. D that I would make a point of talking to A.C. again within the next few days, to see what they had accomplished. Mr. D pointed out that there was a danger of appearing to give him too much attention. I also learned that E.B. had told Mr. D that he was not particularly anxious to see Mr. Landry. I did not get this impression from Mr. P.

Thursday, March 12, 1936

I talked to S.K., the section chief in Mr. L's department, about J.P. 111007. J.P. is apparently quite a problem. They have orders from upstairs to handle him with silk gloves. For this reason, F.K. cannot bawl him out or openly interfere with his activities. F.K. uses psychology on him. Recently, he has noticed that J.P. spent more time on representation work than he reports. F.K.'s method of handling this is to walk up and down and watch J.P. whenever anyone is talking to him. By doing this, he believes that he cuts down the time that J.P. spends on representation work. Then, when J.P. turns in less time on the work than he should, F.K. points out that he is taking bread out of the employees' mouths. J.P. then usually is willing to change his time ticket. F.K. thinks this is very clever. He then told of an experience he had with E.M. It seems that E.M. had been turning out 18 parts a day on a certain job for several months. F.K. thought that he could do more and so he decided to keep E.M. away from this job until 10:50 in the morning. About noon he got a tracer to go over and demand 20 parts that day. F.K. asked E.M. if he could make that for him. E.M. told him that he would try and at the end of the day he had the required output. The next day F.K. went over and told E.M. that his output on that job now was to be 24 parts

ObservationsRemarksThursday, March 12, 1936 (Cont'd.)

per day. E.M. didn't like this but he finally agreed to do the work. J.P. 111007 appeared to be very anxious to talk to me about his problems. They are at the present time all in terms of the pressure that is being put on him by operators in the group whose rates are being cut. They are demanding that he do something at the next ranking joint committee meeting. He personally seems to feel that management logic in adjusting rates is sound. He seems to have given each of his constituents a lot of personal attention. He gives the impression that he knows each of them intimately. J.P. has a tremendous amount of personal ambition. He is attempting in everything that he does to create a favorable impression toward himself; at the same time he believes that his job as representative allows him to criticize everything that any of his supervisors may do that appears to injure any individual in the group, but in this connection he must build up a logic for his criticism that will carry weight, if he has to carry it up the line. I believe that he feels that there should be a logic to support the complaints that his constituents are now making. In other words, there is something wrong with the policy to cut the hourly rate of longer service employees. He thinks of hourly rates as something that should be permanent - something that the employee can depend upon for his minimum earnings, but in actual practice hourly rates can be adjusted anytime a supervisor feels that it is the thing to do. He also thinks that too much emphasis is being placed on the individuals' contribution to the group earnings. He cited several cases in which individuals' efficiency looks good, but he pointed out that they were working on jobs on which anyone could make a satisfactory efficiency. He also cited cases of good mechanics whose efficiency looks bad because they were used on all-around work, where their skill was needed. He does not believe that there is any comparison in the all-around ability of these two people but the poor mechanic is able to earn more money under the present set-up than the good one.

I talked to L.R. 152883, the representative in Mr. M's department. He also spent most of his time talking about the problems of other operators in the group. He thinks that the employee representative is in a tough spot, as individual employees are after them to do something about their problems and the supervisors are putting pressure on them to keep them from taking any action. He said that a representative has to be able to "take it" from both sides. He believes that the Company is losing

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a lot by their present effort to cut rates. He notices that it affects an employee's attitude and loyalty toward the Company. He also thinks that the plant will have the reputation as being a "sweat shop" outside of the Company if it continues. He believes that good mechanics can now earn more outside than they can here, and therefore the Company will have to do something about increasing their earnings. Mr. M apparently looks upon L.R. as a problem.

ObservationsRemarksThursday, March 19, 1936

I talked to J.H. 116273. His attitude toward management and the work is not nearly as critical as any of the other employees whom I have talked to. He doesn't like the supervisory methods that are being used but he realizes that they have a job to do. He realizes that management is cutting earnings but he sees that earnings and working conditions are much better here than they are outside. He also realizes that it is more difficult for him to work now than it was a few years ago. He realizes that a young man could do more than he does on the job. He talked at some length about the supervisors' methods of getting out more work and about employees' attitude in general, toward supervisors. He felt that employees do not talk to supervisors unless they have to. This would indicate that this group of adjusters is organizing very rapidly to exclude management. Of course it is very easy for them to do this at the present time as they have a new supervisor who is not familiar with the details of the job and he probably never will be.

Friday, March 20, 1936

I happened into Mr. Raab's office to see Mr. Torland. Mr. Raab inquired about the progress we were making in the experiment. I told him that over all we were going along very nicely, but I was beginning to get a little concerned because employees were asking questions of me regarding hourly rates and piece rates that I felt would be very ~~interesting~~ if they were thrown at the supervisors. I felt that these questions should be answered, but I didn't believe that anyone was at liberty at the present time to give the answers. I told him that we did not want to antagonize the supervisors needlessly. I also pointed out that an individual employee has to be very much upset before he takes a problem to his supervisor. Mr. Raab thought that it was a good thing to give the employees a chance to talk over these problems. He felt that it wouldn't do any harm to encourage employees to contact the supervisors and get an explanation. Mr. D stopped me to inquire about our progress. I told him that I was getting a lot of stuff about piece rates and hourly rates. I also pointed out that I believed that they would have to get a much better statement ready for employees regarding the new piece rates than they have at the present time. Employees know that management is making an effort to reduce earnings and there is no sense to a supervisor trying to explain a way piece rates in which

ObservationsRemarksFriday, March 20, 1936 (Cont'd.)

there is only a slight change in method with the old logics that were good back in 1929. Mr. D did not believe that you could satisfy any employee with an explanation as they are all thinking in terms of their 1929 and 1930 "take home" wages. He agreed that a frank expression coming probably from Mr. Rice would make their job a lot easier. He said that he has stopped telling employees what rates are not being reduced. We talked about A.C. in Mr. M's department. Mr. D said that he believes they accomplished something in talking to him, but when A.C. left his desk he was still asking if he couldn't get a little more money for his job. He wanted me to talk to A.C. again as soon as I could to see if he is any more satisfied with their explanation than he was before. I also talked to him about J.V. I told Mr. D that he ^{especially} ~~is~~ ^{is} having a real grievance. Mr. D feels that he has been a disadvantage in this case because of the relationship. He has been after the Personnel Department to take J.V. out of his organization but they can't find a job for him. He also feels that he will have to be very careful about recommending a raise for the man as it is sure to be interpreted as "favoritism." Mr. D said that he could find a job for J.V. in another organization if he ~~was~~ asked for it himself, but he hesitates to do this for fear that his actions will be misinterpreted. I intend to find out more about why Mr. M does not take any action. He now says that the man is slow but he admits that he is a very good mechanic. I told Mr. D that we were going to begin some agitation upstairs to try to get a better statement of piece rates and a justification for the reduction in "take home" wages.

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Friday, March 20, 1936

I talked to Mr. L. for some time before he introduced me to S.F. He said that S.F. is a member of the Big Four; that is, he is one of his chronic kickers. Recently, he has become quite a problem, because he is not good at anything but his regular job. He is all right as long as they have work for him on that job. We then talked for some time about the possibility of the new products shop line-up affecting the work in his department. Mr. L. does not think that they will be able to take much work away from him as he is operating as a job shop on most of the orders and it would not pay any other organization to have the specialists that are needed for that work in their organization as there would not be enough work to keep them going. I noticed S.F. watching us during this conversation. My interview with S.F. was not a success. He answered questions willingly but he did not volunteer much information. As I was leaving the department the employee representative stopped me to again offer his cooperation in discussing the problems of the men in his organization. He wondered if I could find out what employees, in general, think of collective bargaining. I told him that I did not make a practice of going out for the answers to questions of that sort, but I would be glad to discuss anything I got with him. I am going to avoid discussing the thing he calls "Employee Problems" if I can; that is, I do not intend to contribute very much.

Monday, March 23, 1936

I talked to W, the section chief in Mr. P's department. He pointed out some of the mechanical difficulties that they have in assembling and adjusting the brushes - they have to keep their eyes open continually for variations in their jigs and gages. A very slight variation in the alignment of the original operation makes more work for everybody along the line - that means that the efficiency of the entire department will suffer. He pointed out as an advantage of straight-line production one part that they were lining up off-off the center of the gage. He said that the jig constantly went on the "bum" but they were correcting for the condition themselves until they could get a new one delivered to them. He pointed out that this kind of efficiency would not be possible if the parts were being assembled in another organization. Many thousands of them would probably be on hand before the trouble was discovered. He

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Thursday, March 26, 1936

K.L. 247027 seemed to be a very energetic sort of an individual. He is considerably disturbed because he cannot make what he considers a satisfactory showing on some of the bogey. He does well on most of the jobs - apparently turning out more work than others who work with him. His concern over the low bogey is probably caused by the fear that he might be laid off. He has taken particular pain to see that the supervisor knows that the bogey is low and he has even asked him to show him how to turn out more work. K.L. is acting as head of the family. He is apparently more aggressive than either his brother or sister. His savings of nearly \$1,000. were used up during the times when he was laid off. His likes, dislikes and the demands that he is making from the work can all be understood in terms of an overall demand for continuous employment and security.

W, section chief in Mr. P's department has mentioned several times recently that E.K. is a total failure on the job as far as he is concerned. Monday, they assigned him to work on a bench in front of the office. He spoiled over a half day's work before he got so that he could turn out anything worthwhile. This is a simple job such as they would give to a new employee. W also thinks that E.K. spends his week ends getting drunk. Because of all this, W has written up the case and it will be carried up the line for decision.

In this interview with E.K. the general indication which I had developed from my contacts with E.K. and his supervisors that there was something seriously wrong was confirmed. I believe that we got to the point where he will be willing to take personal responsibility for his failure on the job. I am worried about making this jump because of what might happen if the condition is caused by a physical disability, ~~or a very distressing accident.~~

Friday, March 27, 1936

Mr. R called saying that they were in conference considering the placement of E.K. on a job in Mr. Loewe's department. They had a requisition approved that was now in the Employment Office, and they needed to decide immediately regarding filling it by the transfer of E.K. I told the group that E.K. was in a serious mental condition at the present time and

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that there were indications that it might be caused by an organic disturbance of some sort. If this was the case, E.K. would not be benefited by the transfer and they would still have the problem to deal with in an aggravated state on the new job. I suggested that we have the hospital make a very careful physical examination before doing anything - I felt that they should hold on on the transfer until we got this information, as satisfactory placement would depend entirely upon their findings. Mr. R agreed to this immediately. Mr. Loewe said that he felt that E.K. was being sent to him because he was a little ornery on his present job. Evidently, Mr. D had not given him all the facts. Mr. R then asked me to also consider a placement recommendation. He said that he would try to arrange a transfer to any job in his organization that I thought was desirable. I agreed to do this.

Monday, March 30, 1936

I talked to Dr. Smith regarding a physical examination for E.K., pointing out the difficulties that the man is having on the job, his nervous condition and the indication of a need for a very thorough physical examination. He agreed that E.K. should be examined but he had some questions as to how far the Company should go and what responsibility they should assume in rehabilitating a case of this sort. He agreed to call the man over for an examination such as they ordinarily give cases of this sort, and if from this examination further tests were indicated he promised to take the matter up with Mr. McKwen.

Tuesday, March 31, 1936

E.K. was examined late yesterday afternoon. I talked to Dr. Black about his findings in the case. He said that there was nothing definitely wrong which showed up in his examination. He was impressed, however, by the fact that the man seemed very nervous and at the same time he seemed unconcerned. Dr. Black did not think that this could be considered a normal reaction. He also noticed that E.K.'s speech was very distinct at times and then he suddenly slurred his words so that it was difficult to understand him. He indicated that further tests were needed, but he wanted to talk it over with Dr. Smith before committing himself. I have been keeping Mr. P informed regarding our progress in the case. He told me that they called

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E.K. up to the office Friday afternoon and gave him a good talking to. As a result of this, E.K. appeared to be able to work Monday morning.

I talked to W.K. 10822 this afternoon. He appeared to appreciate the opportunity to talk to somebody outside of the department. He complained loud and long about his job and his rate of pay. He also thinks that the piece rates are all unfair. He believes that Mr. W is responsible for this condition as he does not know the job and therefore cannot supervise it properly. One of the factors contributing to this dissatisfaction is the employee's wife. She is apparently very clever and she has acted in church and political circles. She also is a singer of some note.

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Wednesday, April 1, 1936

I spent some time with K the section chief in Mr. L's department before he introduced me to J.S. 17962. Work is apparently beginning to pile-up on them over there. He had several days' work piled up around each punch press, but he has no one to put on the job. He continued to tell me of the clever tricks that he uses to get employees to work, and how successful they can be. He seems very nervous, but at the same time he tries to appear as though he is very happy and that he is not serious about anything. Both he and Mr. L have difficulty in introducing me to the employees. He apologized for giving J.S. to me, stating that he wouldn't have anything to say. J.S. appeared to be an aggressive outspoken type of employee. He is apparently very capable, as he seems to have assumed considerable responsibility with regard to the tools and patterns that are used in the department. Whenever he is given a job he is told to lay the work out himself and overcome any difficulties which may be due to discrepancies between the drawings and the requirements of the job. Apparently, the engineers respect his suggestions. At present, he is used part time on welding work. This pays him more than his regular job and so he would be very glad to stay on it all the time, but he does not object when he is working at his day work rate. He has had a variety of experiences outside of the plant which have been very meaningful to him. He was a professional wrestler for several years, but he had to give this up because of a broken wrist. He seems to be on friendly terms with all of the employees whom he comes in contact with - many of them quite openly respect his ability and his opinions.

Thursday, April 2, 1936

I talked to J.P. 96465 in Mr. K's department. J.P. is a timid sort of an individual. His inclination is to accept the other person's point of view rather than to argue with him. He has an unusual lot of respect for Mr. K. He believes that Mr. K will do the right thing by him and that he would help him if he got into any kind of trouble. He formerly was a supervisor. He worked for Mr. K before he came to this sub-department. When Mr. K. was transferred he secured a

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Thursday, April 2, 1936 (Cont'd.)

transfer for J.P. J.P. does not think that he is an outstanding adjuster - several other employees turn in more work than he does. He is married, they have one adopted child. They adopted the child during the depression. He could not afford to take the child at this time as his earnings had been reduced but they had had an application in at the Cradle for more than about eighteen months and both he and his wife wanted a baby so bad that they decided to take this one when they could get it. He would like to put in an application for another one, but he is hesitating because he is afraid that they could not take care of it.

We gave E.K. several tests today. I did not believe that we would learn much from them because of E.K.'s nervousness and his indifferent attitude. Mr. Wright and Mr. Dyon thought that they would give us a check on the attitude of the supervisors toward ~~the men and from my opinion of it~~ ^{for} ~~the men and from my opinion of it~~ ^{for} he decided to risk an unfavorable reaction that might develop.

Friday, April 3, 1936

I talked to the Employment Department regarding the tests that they gave E.K. and their opinion of him. He appeared to them to be very nervous when he came to them. They spent considerable time trying to quiet him, but apparently had no success. His gradings in every test were so far below the average that they completely confirmed our opinion, which is that E.K. is not capable of turning in a satisfactory performance on any kind of an assignment.

I talked to Mr. D. about our experience with E.K. I told him that everything we had done to date indicated that this was not a placement problem. I pointed out that any placement which would be made at this time would turn out to be a failure as E.K. has not the incentive to learn a new job or the dexterity necessary to succeed on a low-grade assignment. I suggested that they leave E.K. on his present job and that we try to learn more about the problem through further interviews. He believes that this is the logical action to take at this time and secure Mr. Raab's approval to the program.

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Monday, April 6, 1936

W called and asked if I could come up to the department. He said that Mr. D. was coming down and he wanted to talk about E.K. It seems that E.K. came in this morning three-quarters of an hour late and he had been drinking. W said that E.K.'s eyes looked funny and he could smell liquor on his breath. He admitted that E.K. was able to work. After some discussion, I suggested taking the man downstairs for an interview. Mr. D agreed to this as he said he did not want to get mixed up in the case as long as there was not some disciplinary action indicated at the present time.

In my talk with E.K. I noticed that he was extremely nervous, but he did not appear to be drunk. I told him that I had asked the Employment Department to give him the test as I wanted to get a general idea as to his ability. He seemed quite relieved at this. He said that he realized he did not do well on them. He thought that they were too difficult for him. During this interview we talked principally about his present job, but also about his work when he was a supervisor and his experiences in the War. At every opportunity I indicated personal confidence in him and the feeling that his nervous condition was not serious enough for him to worry about. This approach seemed to have a desirable effect.

Tuesday, April 7, 1936

I saw E.K. again this afternoon. In this interview he seemed to take a more active interest in his work. He apparently is trying hard. I pointed out that he may be trying too hard. I told him that planning the work, that is organizing the job, and developing a routinized rhythmic motion on the job were often more important than undirected effort. I emphasized this thought at every opportunity during the interview. I also kept him talking more about his experiences when he was a supervisor. At the end of the interview I asked him if he was getting anything from my interviews and if he wanted to come back again. He said that he thought he was as his job was going better. I have not recorded the subjects talked about in these interviews as E.K.'s conversation was decidedly superficial, and for that reason did not mean much.

Wednesday, April 8, 1936

W, the section chief in Mr. P's department, told me that he had noticed that E.K. was working better. He

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didn't know how his actual efficiency looked but he thought that E.K. was trying to do a good job. He then showed me the machine that the Inspection uses to test the brushes. He is trying to sell the idea of omitting one of the operations that they now perform which takes quite a bit of time. He thinks that the Inspection would find very few parts defective with this operation omitted, and that they could do this work on only those parts. ~~The Inspection~~ have difficulty in selling the idea because of the emphasis that is placed on rejections. He then told me that B.G. 5759 had been complaining a lot recently. He said that this morning he asked to see Mr. R. W. ~~W.~~ that it would be a good idea if I talked to him.

B.G. appeared to be an unusually intelligent Italian. He has analyzed the department situation and his personal problems very carefully and the outlook is discouraging. B.G. believes that the Company has decided to reduce earnings on that job. It is obvious to him that the piece rate that has been ~~started~~ will not return a percentage that will be comparable to previous earnings. He is making a very high efficiency on his job, about 110%, but in order to do this he is slighting work that used to be done on the job. He thinks that even though the brushes that are being turned out pass the Inspection they will not stand up in service as long as they used to. His earnings have been reduced about \$10.00 a week, and it looks as though they will be further reduced because the allowance is going down 2% a month and he does not believe that the group will increase their earnings in proportion to the reduction. B.G. is also unable to meet the payments that are past due on his two-flat building. This is apparently a very nice piece of property, but his only income is ~~in~~ the wages here and \$40. per month that he receives for the upper flat. This is not enough to make payments on the Company loan and the Federal Home Loan that was arranged by our Thrift Counselor. He has been trying for some time to get someone to help him get a job for his boy. He has talked to the Thrift Counselor and to the Personnel Department. They have given him answers that are sufficient indefinite so that he now believes that the Company has turned thumbs down on Italians. He also told me that Mr. P has been doing things that bother some of the new employees. He has a habit of standing on one side of the room staring at a group of operators. He often

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Remarks

Wednesday, April 8, 1936 (Cont'd.)

stands in one spot for an hour or more, then he will move over to the other side of the room and do the same thing. B.G. says that several of the new girls had told him that he makes them so nervous that they could hardly work.

I tried to see Mr. D today. I wanted to go over the report that we sent up to Mr. Rutherford this noon.

Thursday, April 9, 1936

I saw E.K. again today. I kept him talking about his job in an effort to stimulate some constructive thinking with regard to planning and organizing the work. I believe that I have accomplished something, but I did not get the results that I hoped to. His tendency is to jump from one subject to another. It is often very hard to follow him. He seems very anxious to cooperate but he cannot hold his mind on one subject long enough to do any thinking.

I took a copy of our report to Mr. D. He read it through and then said that there were a few statements in there that he did not agree with, but on the whole he thought that it was a fair statement. I apologized for not showing it to him before it went upstairs. He did not seem to worry about that very much. He did think that there were some things in there that would have a bad effect upon his supervisors.

Friday, April 10, 1936

I went back to see Mr. D because I wanted to clear up the doubts that he had in his mind about the report and to find out definitely what he thought there was in there that would hurt his supervisors. He reread the report and finally objected only to the statement that supervisors are apt to discourage employees from taking their problems up the line. He did not believe that this was a fair statement as he has always encouraged employees to see the boss if he could not satisfy them. I tried to explain this statement in terms of it being the natural result of a very careful logical explanation. I pointed out that Mr. R, in his conversation with the employees in the Ironworks Department had not satisfied them, but he had discouraged them from taking their problem up higher. I thought that every supervisor in the line who did that kind of a job would have the same effect, and pointed out that I did not mean that any supervisor would refuse to allow an employee to see his superior if he came

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out and definitely asked for it. That seemed to clear up his principal objection to the statement. While we were talking, Mr. R came out and Mr. D told him that B.G. wanted to see him about a job for his boy. I told him that I had talked to B.G. and that I thought there was more to the problem than simply a job for the boy. Mr. R asked me to check the Employment to see if I could get an idea regarding the boy's qualifications for a job.

I saw E.K. again today. He talked more in this interview about his relatives and his early history. His mother died when he was very young. He does not remember her. His father and his older sister brought up the family, but his father died while he was still in school. His sister then kept the family together. His sister now has the flu. He seems to be quite worried about that. He also worried because he has a little cold. He is still taking the nerve medicine that the doctor prescribed some time ago. He also bought a bottle of blood medicine. He wishes that his landlord would keep his room warmer. He also heard that the bank is taking over the building and that they are going to refuse to furnish heat. He will have to find another room if this occurs. At the end of the interview I again pointed out that he did not have to continue with them. He said that he believed he got something out of each interview. He felt much better after talking to me. He has noticed lately that he often felt like singing while he worked. I think that this improvement in his attitude can be attributed to my supplying a social outlet for him. I am, by my interest in him and by the encouragement that I have been offering, giving him an incentive that had been totaling lacking in his contacts within the plant or outside.

Monday, April 15, 1936

I saw E.K. for a few minutes this afternoon. We talked only about his work. I talked with Wright and Dixon about the pressure that is coming from upstairs to extend the experiment. The new organization charts for the Products Shop are out. Mr. D is to be given Mr. R's sub-department. Mr. A is going to take over a part of Mr. D's work; that is, Mr. L's and Mr. T's sub-departments. This means that we have got to explain the experiment to Mr. A and we agreed to take on Mr. R's sub-department. Mr. Wright also thought that it might be a good idea to think about taking on the Cross Bar Switch job as they will give us a new kind of problem as they plan to build up with new help. We agreed that I would talk these plans over with Mr. R when I saw him this afternoon.

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Friday, March 20, 1936

I talked to Mr. L. for some time before he introduced me to S.F. He said that S.F. is a member of the Big Four; that is, he is one of his chronic kickers. Recently, he has become quite a problem, because he is not good at anything but his regular job. He is all right as long as they have work for him on that job. We then talked for some time about the possibility of the new products shop line-up affecting the work in his department. Mr. L. does not think that they will be able to take much work away from him as he is operating as a job shop on most of the orders and it would not pay any other organization to have the specialists that are needed for that work in their organization as there would not be enough work to keep them going. I noticed S.F. watching us during this conversation. My interview with S.F. was not a success. He answered questions willingly but he did not volunteer much information. As I was leaving the department the employee representative stopped me to again offer his cooperation in discussing the problems of the men in his organization. He wondered if I could find out what employees, in general, think of collective bargaining. I told him that I did not make a practice of going out for the answers to questions of that sort, but I would be glad to discuss anything I got with him. I am going to avoid discussing the thing he calls "Employee Problems" if I can; that is, I do not intend to contribute very much.

Monday, March 23, 1936

I talked to W, the section chief in Mr. P's department. He pointed out some of the mechanical difficulties that they have in assembling and adjusting the brushes - they have to keep their eyes open continually for variations in their jigs and gages. A very slight variation in the alignment of the original operation makes more work for everybody along the line - that means that the efficiency of the entire department will suffer. He pointed out as an advantage of straight-line production one part that they were lining up off-off the center of the gage. He said that the jig ~~constantly~~ went on the "bum" but they were correcting for the condition themselves until they could get a new one delivered to them. He pointed out that this kind of efficiency would not be possible if the parts were being assembled in another organization. Many thousands of them would probably be on hand before the trouble was discovered. He

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Monday, March 23, 1936 (Cont'd.)

then introduced me to E.V., one of the adjusters. E.V.'s earnings have been reduced considerably during the past two years and he recently was downgraded from Grade 7 work to Grade 6 work and then a little later to Grade 4 work with corresponding reductions in his hourly rate. He is not entirely satisfied with the explanation that was given him as the supervisor's logic was not consistent. The reason given for the first reduction was lack of work and the presence of ex-supervisors who were entitled to consideration. The second time, the man who replaced him did so because he had more service than E.V. did. E.V. asked why his service wasn't considered on the first move. He has been able to adjust his home affairs so that they can get along on the reduced income but he expects that the earnings will be reduced each month for some time. He is working hard at the present time, in the hope that he will create a favorable impression and therefore will be returned to the Grade 7 work.

I talked to Mr. T in Mr. P's department. He expressed interest in the experiment, hoping that we would be able to offer suggestions that would help him with one or two of his problems. They were quite busy on flood jobs and so they gave me a man who was considered a ~~work~~ problem. They say he gets a headache and feels dizzy every time they talk to him. This man will only work on the easier jobs, and so they are trying to get rid of him. They then introduced me to A.J. He senses that something is in the air and so spent considerable time telling me how much he likes his work and how he would like to do more work if he could. This case has received so much attention that I believe the supervisors are afraid to do anything that will antagonize the man. I believe that they would get better results if they took a definite stand; that is, if they insisted that he do a few jobs that were distasteful.

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out and definitely asked for it. That seemed to clear up his principal objection to the statement. While we were talking, Mr. R came out and Mr. D told him that B.G. wanted to see him about a job for his boy. I told him that I had talked to B.G. and that I thought there was more to the problem than simply a job for the boy. Mr. R asked me to check the Employment to see if I could get an idea regarding the boy's qualifications for a job.

I saw E.K. again today. He talked more in this interview about his relatives and his early history. His mother died when he was very young. He does not remember her. His father and his older sister brought up the family, but his father died while he was still in school. His sister then kept the family together. His sister now has the flu. He seems to be quite worried about that. He also worried because he has a little cold. He is still taking the nerve medicine that the doctor prescribed some time ago. He also bought a bottle of blood medicine. He wishes that his landlord would keep his room warmer. He also heard that the bank is taking over the building and that they are going to refuse to furnish heat. He will have to find another room if this occurs. At the end of the interview I again pointed out that he did not have to continue with them. He said that he believed he got something out of each interview. He felt much better after talking to me. He has noticed lately that he often felt like singing while he worked. I think that this improvement in his attitude can be attributed to my supplying a social outlet for him. I am, by my interest in him and by the encouragement that I have been offering, giving him an incentive that had been totaling lacking in his contacts within the plant or outside.

Monday, April 15, 1936

I saw E.K. for a few minutes this afternoon. We talked only about his work. I talked with Wright and Dixon about the pressure that is coming from upstairs to extend the experiment. The new organization charts for the Products Shop are out. Mr. D is to be given Mr. R's sub-department. Mr. A is going to take over a part of Mr. D's work; that is, Mr. L's and Mr. T's sub-departments. This means that we have got to explain the experiment to Mr. A and we agreed to take on Mr. R's sub-department. Mr. Wright also thought that it might be a good idea to think about taking on the Cross Bar Switch job as they will give us a new kind of problem as they plan to build up with new help. We agreed that I would talk these plans over with Mr. R when I saw him this afternoon.

ObservationsRemarksMonday, April 13, 1936 (Cont'd.)

I told Mr. R that I had noticed a definite improvement in E.K.'s attitude. I pointed out that he is not as nervous as he was and he seems more interested and more anxious to do a good job. I did not know whether this attitude had yet been reflected in his output, but I thought the change in attitude was encouragement enough so that we should continue with the interviews. He is quite anxious to do something about the case, as the earnings of that sub-department has got to improve more rapidly than they are at the present time. I told him that I had hopes that we would find enough improvement in him so that they could keep him on that job. He has some doubts about the possibilities of effecting such a change, but he is willing to go along with us for some time. We then talked about B.G.'s problem. I gave him as much of the background material as I could, pointing out that B.G. is unable to meet his obligations on the home and he is very much discouraged over the possibility of the department maintaining their present percentages with the new piece rates. I told him that he seemed to be a very capable employee himself. I also gave Mr. R the application that B.G.'s son had filled out last September. I told him that the Employment Department had graded him very high from his intelligence and dexterity scores. They apparently are now in a position to do something for him, if Mr. R feels that the case warrants special attention. Mr. R said that he would check the supervisors on the job to see if there was a possibility of upgrading B.G. in the near future. He also agreed to decide about the advisability of hiring his son after he had talked to B.G. I mentioned our thought regarding the expansion of the personnel experiment. Mr. R said that he had talked with Messrs. Landry, Clifford and Rutherford about our report. They had also talked about expanding the experiment and all seem to be wholeheartedly in favor of it. He agreed to our expansion program and made a date for Monday to introduce the program to the new supervisors.

Tuesday, April 14, 1936

I spent some time today with S, the group chief in Mr. K's department, before he introduced me to J.M. 12910. He is spending practically all of his time trying to get his job organized so that the earnings will be satisfactory by the time the allowance is discontinued. His principal problem is that there is not

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Tuesday, April 14, 1936 (Cont'd.)

enough work to keep the operators busy on one job all the time. He has to watch his work very closely because the work on the conveyor will stop if the preliminary assembly operations do not move to them in an even flow. He thinks that he is making progress in this direction, but at the present time it is not fast enough to suit him. He thinks that Mr. R will expect better results. He finally decided to give me J.M., one of his adjusters, as they are working on a day rate and their job does not affect the conveyor.

J.M. appeared to be a very well-adjusted employee. He understands that earnings are going to be reduced all over the plant. He thinks that it is caused largely by outside agitation against the high rates that are paid here and the F.C.C. investigation. He has not had much of a reduction in earnings as yet, but he expects that his "take home" will be reduced when the job is placed on piece work. They are now doing a lot of repair work, as many defective parts were used in the assembly. J.M. is well fixed financially. He has 45 shares of stock and his home is paid for. He is an officer in a Building Loan Association in his neighborhood. He is quite positive of the fact that the association pulled through the depression and they did not have to take drastic action against many home owners. J.M.'s parents and his brothers run a grocery store in the neighborhood. They also have been able to get through the depression without loss. He is very anxious to have his boy placed with the Company. He is not insistent upon it because he understands that there are many employees who need the income that their son would bring them much more than he does. He has talked to Mr. O'Brien in the Employment Department several times, but he is enough of a politician to know that he will get nothing by demanding immediate attention. He talked a good deal about his boy who was killed while riding a bicycle on the Ogden Avenue highway. He said that he was so upset at the time that he took several weeks off from work while they were trying to find the man whose car hit him. I noticed from the personnel folder that he was a supervisor in 1927. He was demoted due to lack of judgment in placing men. Shortly after that there are several reports in the folder which indicate friction between J.M. and Mr. K. These reports do not check at all with my impressions of his present attitude. I would rate him as a good supervisory prospect now.

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Wednesday, April 15, 1936

Mr. R called to tell me that he had interviewed B.G. and that he had decided to hire his boy. He also said that they were able to place B.G. on a Grade 7 job and that his rate would be increased \$.08 per hour. I told him that I thought that this action would mean a great deal to B.G. and that it might have a decided effect upon the morale of the entire group.

I also saw E.K. again. He expressed decided interest in the ball games. He is also more optimistic about his job. He thinks he has shown a decided improvement. I attempted to keep him talking about his experiences as a supervisor, as I felt that this would stimulate him to think more as he was thinking at that time. He is still thinking about joining the Veterans of Foreign Wars and the American Legion. He believes that he would enjoy their meetings. I am puzzled about the degree of encouragement and the lift that he seems to get from our talks because it is something else besides personal interaction. He realizes that he has got to improve some more in order to earn the rate that is being paid him. I have been emphasizing the fact that future progress will depend upon his ability to study the job and to find an easy way to accomplish results. This does not seem to register with him.

Thursday, April 16, 1936

The Employment Department called this morning to tell me that B.G.'s boy had reported to them and that he lacked the appearance of a desirable employee. I pointed out that Mr. R was very anxious to place the boy and that he would like to talk to him personally. Mr. R called me a little later to tell me that he agreed with the Employment Department - that the boy was not the most desirable prospect available, but he felt that circumstances warranted doing something for him. I suggested that he should issue a requisition and place him in his organization as the Employment Department definitely felt that they were not justified in recommending him to someone else. He agreed to do this within the next few days. I then called the Employment Department and they agreed to hire the boy on this basis.

I talked to H.S. 18602 in Mr. T's sub-department. Mr. T told me that this man was one of their worse problems. He wondered if they were doing the right kind of a supervisory job. H.S. was at first unwilling to talk to me. He said that he had talked to everybody up

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Thursday, April 16, 1936 (Cont'd.)

the line about his case and that there was no use talking to me about it. He began talking in an effort to explain his reasons for not talking and finally forgot himself sufficiently so that he spent two hours outlining his problems in detail. His problem in brief is this:

He has an unusually strong demand for proper advancement. This is induced largely by his wife who came from a fairly well-to-do family. She absolutely refuses to make any downward adjustment in their living standards. H.S. was apparently happy and satisfied with his job until his foreman, in 1924, decided that he was not a capable supervisor and that he should be replaced. H.S. could not accept this demotion, so stayed away from work for about ten months. His wife and his relatives finally induced him to come back, but upon returning he found that he had been relieved and therefore had no job. He apparently talked to everybody that he could at Hawthorne about returning to work, and finally went to see Mr. Albright in New York. Mr. Albright agreed to reinstate him and they gave him a job that was satisfactory. Things went along smoothly for awhile. Then he ran into trouble - financing both his home and a two-flat building which were heavily mortgaged. At this time, the Thrift Counselor attempted to help him and in an effort to clear up all outstanding obligations for him, granted him a loan of about \$8,000. After this loan was granted, H.S.'s income was reduced several times, but the family still continued to live extravagantly. The Thrift Counselor set up several programs by which he could work out of his difficulties, but as each one of them involved a reduction in his standard of living, he refused to cooperate. In fact, his wife bought a grand piano for his boy at a time when the family had very little food in the house to eat. Thrift Counselors, in an effort to protect their second mortgage, finally decided that H.S. would have to sign the property over to them and they made arrangements to take over the first mortgage at about half of its face value. The Company then invested about \$8,000 in improvements in the building and now feel that they have an investment that cost them about \$8,000. H.S. says that the Company stole a very desirable piece of property from him, and he is now taking action to try to get it back. His wife is now willing to move into the two-flat building and he believes that the Company should turn it over to him at much less than their total investment. He has talked to the Thrift Counselors about this and to Mr. R. He now plans to have a lawyer write to Mr. Bloom. H.S. is also very much interested in astrology, some very complicated economic theories, and he has a serious jumbled-up philosophy of life in general. He goes to church regularly but he believes that the bible is entirely fiction. He can accept an evolutionary

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Thursday, April 16, 1936 (Cont'd.)

theory of creation but he cannot give any kind of a Supreme Being credit for a Supernatural Power.

After my interview with H.S., I told Mr. T that they apparently were doing all that they could in this case. I told him that his complaints were all about things that had happened some time back and that they did not involve them personally. My summary in the above case, was obtained from the interview and from conversations with Mr. Ferdina and Mr. D. The only action that is indicated here is a continuation of the interview. I am not going to take any action toward this end at the present time as proper handling in the case will take up too much of my time. A flat refusal by the Company to his requests for the return of his property will probably precipitate a crisis of some sort and further consideration can be given to the case at that time.

Friday, April 17, 1936

I spent some time today with W in Mr. P's department, talking about E.K. He still feels that E.K. has shown improvement, but he does not believe that it is sufficient to warrant keeping him on the job. He figured E.K.'s efficiency for the past three weeks while I was there. He only has an expected output figure on the minor jobs. E.K. spent less than one-third of his time on this work during the three weeks. His efficiency on this job increased from 52% to 57%. At 57% he is losing \$.06 per hour for the department at his present rate. W figures that the efficiency on this job should be about 70%. I do not feel that this is a hopeless situation. It is quite possible that E.K. will improve if we can keep up the interest that he has now shown.

I talked to E.K. in the afternoon. I told him that I had noticed a difference in him and in his attitude. I tried to get him to think about this as a problem, but I didn't make much headway. He said that he felt nervous before and now he feels more like working. He said that a lot of things bothered him before, but now he does not pay any attention to them. He mentioned that W and Mr. R watched him work a few weeks ago. This made him so nervous that he couldn't do anything. Fortunately, the rest period whistle blew shortly after they came over to him. W was showing Mr. R some change that he had made in the fixture. This allowed him to get away from them.

Observations

Remarks

Friday, April 17, 1936 (Cont'd.)

I told him that I was going to come up and look over his work soon. He said that he would like to have me, but he also said, "Don't let me see you." I told him that I would not watch him when he did not know I was there. He then said that he did not think that I would bother him.

Monday, April, 20, 1936

I spent some time in Mr. P's department today. I talked to B.G. He has been promoted to a Grade 7 adjuster. He said that he had talked to Mr. R, who had also promised to make a place for his boy. The boy hadn't been placed yet, but he expected that he would be called in today or tomorrow.

I also talked to E.K. and I watched him work for some time. He appears to be making a real effort to accomplish something, but it is obvious that he is losing time in making foolish motions. Mr. R called to tell me that he was getting his supervisors together in the afternoon to explain the experiment and announce that we were going to include their organizations in the plan. He passed over the introduction of the plan rather hastily with them emphasizing the fact that he and his supervisors in Mr. D's department have not found any objections to the experiment as yet and that they intended to extend it over a wider area. He told Mr. A that his sub-departments were originally included in the plan, and that we wanted to continue with them. He also said that Mr. R's sub-department would be included as it was now in Mr. D's organization. He then emphasized the problems with new employees as the reason for selecting the Cross Bar Switch Group. After this explanation, he opened the meeting for discussion. Mr. D asked for a more complete idea as to the reasons for this kind of a personnel experiment. I gave our interviewing program and our experiences in employee relation studies as the prime reason. I pointed out that from the interviews we gathered, many thousands of them looked as though they contained valuable material, but because of the nature of the program they were filed away and not used. Now, with this program, we hope to apply the material that we get.

Observations
Monday, April 20, 1936 (Cont'd.)

Remarks

Mr. A asked how we verified the statements that employees gave us. He cited an instance of an employee who worked for him who complained about her supervisor. This girl's story sounded very reasonable. He was inclined to believe her, but he could not see why this supervisor would pick on her and not any one else. Upon investigation he found that there was very little truth in it. I pointed out that our first hunch with a story like that would not be with the facts in the case but with the reasons for her interpretation of the facts. Those are the things that are causing her difficulty. In those kind of cases we usually found something in the employee's history to which the interpretation could be attributed. I also mentioned that most people can make a working adjustment to conditions that would be unbearable in a case of this kind. Mr. R then added that we would also talk this problem over with the supervisors and that our knowledge of the facts in the case would be increased. The meeting on the whole, seemed to be a success. Four or five of the supervisors stopped me outside of Mr. R's office.

Tuesday, April 21, 1936

I saw E.K. this afternoon for a short time. After some preliminary conversation about his job, I told him that he showed an unusual interest in sickness. I asked if he were afraid of sickness, and what would happen if he became sick. He said that his sisters would probably take care of him. In this interview he mentioned a brother in Seattle. He had wanted to go and see him when he had a car, but the brother advised against it. This brother has several times written to him for money. E.K. said that he is very much like himself. I pressed him on this point, but all I could get was that the brother didn't have very much money and he didn't have a steady job and he wasn't very well. These associations could be boiled down into a failure attitude. E.K. continually refers to Mr. P and his sickness. The hard feelings that I got in my first interview have vanished completely. He now seems to be very sympathetic toward him. He hopes he'll get well and return to work. His attitude towards the job seems to be improving. My feelings about E.K. at present are as follows:

It seems as though the ego or you might call it the personality is enclosed by a solid wall of some sort through which nothing penetrates. All of the events which he thinks about, in the past or the present, are spoken of without any degree of emotion. He does not make a personal interpretation. I believe that if he were to be downgraded again and receive another rate cut that it would not affect him particularly.

Observations

Remarks

Tuesday, April 21, 1936 (Cont'd.)

It would only confirm his belief that he is a failure. I plan to continue my efforts to break through this wall, but I do not anticipate any success as long as he will not make an effort to reason and think farther than he has to date. I also plan to try to get the supervisors to watch his work and help him to eliminate lost motion on that job. I think if I can stimulate a real interest there in the problem I might get them to agree to place him on higher graded work. It would be just as easy for him to learn a Grade 5 job as it is to learn the Grade 3 job that he is now on.

Wednesday, April 22, 1936

Mr. A came down to talk over the problems in his organization. He believes that Mr. L is an excellent production man, but he does not think that he knows how to handle help. He believes that all of their problems arise from this and from the low earnings. He expects that earnings will increase in the near future and he is going to concentrate on handling the personnel problems. He has been circulating around the department talking to all of the operators, showing an interest in their work, and getting them to explain the job difficulty to him. He is quite concerned about the employee representative. He believes that he is a pretty good man, but he is concentrating all of his attention on representation. He thinks that it would be far better for him personally if he showed the interest in his work that he is now showing in the representation plan. I felt that his program would meet with considerable success. I pointed out that the big difficulty with that group was the fact that they had been taught, through years of experience, that their jobs carried with them considerable skill and that they required an unusual amount of ability. Now, the supervisors, in looking at their work, do not feel that this skill should be recognized. In dealing with these employees, you have to recognize the skill that they have in their minds as being a fact, because it is real to them.