

~~4~~
76

WESTERN ELECTRIC PEOPLE

3/19
mpe

March 15, 1928.

DR. ELTON B. MAYO, Associate Professor of Industrial Research,
Harvard Graduate School of Business Administration,
Harvard University,
Cambridge, Massachusetts.

Dear Dr. Mayo:

You will recollect that during the winter you came down and talked to a group of personnel men at the Harvard Club, the meeting having been arranged by Arthur Young of the Industrial Relations Counselors. At that time I had some little personal conversation with you with regard to the work which the Western Electric Company is doing at its factory in Chicago on Rest Periods, and you expressed yourself as being very much interested in this work and wishing to keep in touch with what we were doing, which remarks - needless to say - I greatly appreciated.

I am enclosing a study which we have recently made on the effects of Rest Periods. I realize that in many respects this study is subject to improvement and we have now reached the point where we wish to continue these studies by initiating further series of them, and we want to be sure we are approaching the matter in the most accurate way.

DR. E. B. MAYO - 2,

March 15, 1928.

If you have the time to look over this study, I would like to have your comments and suggestions; and if what we are doing appears to you to be of sufficient interest to warrant the trip, we would greatly appreciate it if you could arrange to go out to Hawthorne to observe our experiment and talk with those in our organization who are carrying it on, and give them the benefit of your experience.

I trust that if this study means nothing else, it will indicate to you that we are making an earnest effort to solve some of the problems having to do with Rest Periods, and are trying to arrive at this solution on a basis that is sufficiently comprehensive to warrant your cooperation.

If you should find it possible to make the trip to Hawthorne, would you let me know when it would suit your convenience to go? We of course expect to pay all your expenses in connection with such a visit.

I am sending a copy of this letter to Mr. Bowers of the Industrial Relations Councilors, (as I understand Arthur Young is out of town) and am asking him if he will not write you with a view to enlisting your interest in the experiment we are carrying on.

With kindest regards and most pleasant memories of the evening at the Harvard Club.

Most sincerely yours,

G. A. Pennock

Copy to:
G. A. Bowers
C. L. Rice

6005-10/9
Mr. Pennock
10/4
for note
W. H. M. 10/4
W. H. M. 10/9
W. H. M. 10/9
F. W. WILLARD
PERSONNEL DIRECTOR

Western Electric Company, INCORPORATED

TELEPHONE AND TELEGRAPH BUILDING

195 BROADWAY

NEW YORK

October 1, 1928

G. A. PENNOCK, Supt. of Inspection

H a w t h o r n e

Dear George:

Returning from Hawthorne last week I read with no little eagerness and interest the report of your fatigue experiment which you so kindly gave me, likewise the transcript of your talk to the supervisors in your Branch.

I cannot too strongly emphasize the importance of the thing that you are doing and the thoroughness of your approach and preparation of the conduct of the experiment. As I indicated to you, I hope this will be the beginning of a sufficient number of experiments of this kind to cover our manufacturing field completely. I think it bids fair to be the biggest contribution to the problem of management that has ever been made in the System.

The attention which it has attracted through the enthusiasm of Dr. Mayo has resulted in a flood of requests for priority of publication. I agree with you that it is too early to draw extensive conclusions and to rush them into print. Furthermore, it is of such importance that I think Mr. Hosford's suggestion is wise that when we are ready to publish, the priority should be given to the Bell Technical Journal.

In the meantime, I am holding an answer to a request from the Personnel Research Federation so that my reply will be in harmony with your answer to them, addressed to you on September 17th.

I have a suggestion to offer concerning the first informal presentation by you before a group of personnel officers of manufacturing employers in the United States. I am a member of this group which meets monthly and discusses inside matters confidentially. No printed publicity is given to their transactions. I have talked with Mr. Hosford about this and he suggested that when Mr. Stevenson returns, I discuss it with him. My reason for suggesting that is that you can feel free to present the matter informally, and there will be perfect freedom of discussion which may bring out facts very useful to you.

I have already been approached by some of the officers of the A. T. & T. Company at headquarters for information about it, and I do not wish to release anything to them until you are ready. They are, however, represented in this group that I mentioned above.

G. A. Pennock - 2

Inasmuch as the interest on the outside is growing, we of course have to think something about how your first results should be presented, and I am sure that you are doing that. I have some thoughts about the matter of presenting the data to the A. T. & T. Company when the time seems to be appropriate, which I would like to discuss with you verbally at the first opportunity.

Yours very truly,

Fred.

Western Electric Company,

INCORPORATED

TELEPHONE AND TELEGRAPH BUILDING

195 BROADWAY

NEW YORK

October 3, 1928

F. W. WILLARD
PERSONNEL DIRECTOR

G. A. PENNOCK, Supt. of Inspection

H a w t h o r n e

Dear George:-

Since I wrote to you on October first, concerning your fatigue experiment, I have had opportunity to talk the matter over with T.K. Stevenson. He shares the opinion which I gave you concerning the policy of publicity. He would like to have the first discussion on the subject by you before this group that I mentioned, inviting Dr. Mayo and perhaps some other people who are authorities to meet with us and present their opinions and criticisms.

Both Mr. Stevenson and I feel that the methods and results of your work are of such importance that we would as a Company make a mistake in not discussing them with competent management and professional people who are in a position to give us constructive criticism, but that general publicity should be avoided until you have a chance to conduct further experiments.

Mr. Stevenson is going to discuss the matter with Mr. Hosford and Mr. Stoll along these lines and suggested that the three of us discuss it at an early opportunity.

Yours very truly,

Copy to Mr. T. K. Stevenson

Call Fred.

Western Electric Company,

INCORPORATED

TELEPHONE AND TELEGRAPH BUILDING

195 BROADWAY

NEW YORK

F. W. WILLARD
PERSONNEL DIRECTOR

October 11, 1928

10/13
G. A. PENNOCK, Supt. of Inspection

H a w t h o r n e

Dear George:-

Following our telephone conversation yesterday, I had a talk with Mr. Hosford and Mr. Stevenson, the result of which was agreement that you be invited to make the first presentation of your experimental plan and the results of the first experiment on the test group, confidentially before a group of representatives of the management of a number of large employers. This is the group which I had mentioned to you previously. It consists of personnel and other officers of the A. T. & T. Company, Union Carbide and Carbon, United States Rubber, New York Central Railroad, Standard Oil, General Motors, General Electric, Tidewater Oil, Bethlehem Steel, United States Steel, and Industrial Relations Counselors, represented by Mr. Arthur H. Young. It is planned also to invite Dr. Mayo and perhaps some other specialists in psychology. Probably they will want to set the date some time in November; I cannot tell you definitely now. I will find out and let you know as early as possible.

As you suggested yesterday I will undertake to make peace with [REDACTED] without in any way compromising you.

Yours very truly,



COPY

WESTERN ELECTRIC COMPANY, Inc.

195 Broadway, N.Y.

October 11, 1928.

Dear Mr. Rice:

I have only recently found time to read the progress report on the rest period study which Mr. Pennock has been conducting, which was sent to me with Mr. Meese's letter of August 21st.

I was very much impressed with the comprehensive manner in which this investigation is being conducted and in the results that have been obtained, and I feel that Mr. Pennock and his people are to be congratulated on the fine work they have done.

I shall await with interest the recommendation of the Committee which has been appointed to consider the plans to be followed in introducing rest periods generally and for developing methods of training gang bosses and group chiefs in better ways of handling and dealing with employees.

The subject of rest periods is one in which the General Personnel Committee has been interested and, as I have reported from time to time that we have an investigation under way, I should like very much to put in the hands of the Committee members copies of this progress report. I would, therefore, appreciate it if you will send me six copies of the report.

(signed) W. F. HOSFORD,

Vice President.

C. L. RICE, Works Manager,
Hawthorne.

Western Electric Company,
INCORPORATED

TELEPHONE AND TELEGRAPH BUILDING
195 BROADWAY
NEW YORK

F. W. WILLARD
PERSONNEL DIRECTOR

October 16, 1928

G. A. PENNOCK, Supt. of Inspection

H a w t h o r n e

Dear George:-

After talking with [REDACTED] over the telephone and discussing the matter with Mr. Stevenson, I sent a letter to Dr. Bingham, as indicated by the attached copy dated October 13th.

Mr. Stevenson tells me that he has discussed the matter with Mr. Stoll again, and that Mr. Stoll feels very strongly that the time is not ripe for any general publicity. Mr. Stevenson has impressed upon Mr. Stoll that it would be to your advantage and to the Company's to have your work informally presented and critically discussed by the group of men mentioned in my letter to you of October 11th. Mr. Stoll is now studying your report and has reserved opinion on this question of presenting it confidentially to a select group until he has been able to go over your results carefully. As indicated to you in my letter of the 11th, we feel very strongly that it would be distinctly to your advantage in this pioneer work to have that kind of confidential, free, and informal criticism from a group of people who are not largely dominated by purely academic considerations.

I did not know of [REDACTED]'s request to you of September 17th until after returning to New York on the 22nd, which was after you had given me the copy of your report. Immediately upon my return, having read your report carefully on the train, I had a talk with Mr. Hosford, presenting the viewpoint in regard to publicity which later he and Mr. Stevenson and I agreed upon. I told him about the pressure for publicity which was being exerted upon you and about Mr. Stoll's opinion as I had sensed it. I was hoping that he would find time to go into the matter immediately, so as to discuss it with you and Mr. Rice before the barrage from the outside became too heavy; but his time was so completely occupied with the new plant plans that he was unable to do so.

I am telling you all this confidentially, because I know that you cannot help but think it queer that I did not write to you immediately upon my return. I felt that a matter of this kind ought properly to be handled through the supervisory line organization, and was confidently expecting that it would be. However, I wouldn't have you feel too much concern about what Dr. Bingham may or may not think or say. Of course, he is very much disappointed, but I am not disposed to take that very seriously. I think Mr. Stevenson wrote yesterday to Mr. Rice covering the essentials of his talk with Mr. Stoll yesterday morning.

~~CONFIDENTIAL~~

G. A. Pennock - 2

Your letter of the 13th arrived after I had dictated the preceding paragraphs of this letter. I think that I have given you the whole picture as I see it at this time. Answering specifically your questions, it is my suggestion that while you will probably want to have for reference a written resume of the plan of your experiment and the results and interpretations, it would be much better for you, if you wish to do so, to present the thing informally. These meetings are entirely confidential and informal. For example, last year Mr. Stettinius representing the General Motors Company presented the essentials of their plan for distributing executive bonus compensations, before it had been announced to the employees or to the public. As a matter of fact, much of the material which he presented to us confidentially was never given publicity. This sort of consideration gives complete freedom of action on the part of the man presenting his work, and brings forth a freedom of discussion in the proper spirit, which I find helps greatly in the consideration of these intangibles of human relations.

The experiment you are carrying on in your branch is extremely vital. Don't you think that we would want to carry such an experiment considerably farther and get a pretty good grasp of the significance of the results before we talked very much about it? That is the sort of reaction which I get. I shall see you either at Hawthorne or New York before you meet with this group and if you are willing, would like to go over the results of the experiment in the Inspection Branch simply for my own information.

It is proper that you should know that the whole administrative staff at Headquarters is not only vitally interested in what you have been doing and the results you have obtained, but they are exceedingly enthusiastic about the careful, thorough plan which we all feel is the ground-work of the results you have received so far.

Reverting to the makeup of this group, it is rather limited in size, but each member may, with the permission of the group as a whole, invite certain guests who have a very definite interest in the subject under discussion, and for whom he will vouch as to their keeping the confidences of the group. Their meetings are always informal. They meet at lunch at the Railroad Club. During lunch they discuss the general over-all business situation, each man being called upon personally to contribute what he knows and what he guesses, and he is expected to distinguish between them. Following lunch, the subject scheduled for discussion is taken up with the same informality and the man presenting the material is given the floor. Frequently he invites discussion during the presentation; at any rate, discussion is likely to set in at any time in the presentation, because all formalities are barred.

I am sure you will be interested in a copy of a letter written by Dr. Mayo to Dean Donham, dated September 17th, outlining some of his experiences in Europe. I confess that a lot of the material in this letter is clean over my head, but there are some points which will be suggestive to you and you will be interested in what he says about your own work at the end of the letter. This is the only copy I have, and I will appreciate it if you will return it to me when you have finished with it.

Yours very truly,

Fred.

X-7 "Zalks"
October 25, 1928.

F. W. WILLARD, Personnel Director,
195 Broadway, New York.

Dear Fred:

Thank you very much for your letter of October 16 giving me the status to date on the subject of publicity for the investigation we have been making.

Naturally, we are still carrying on experiments and in some other directions to get further checks on the tentative conclusions we have already arrived at. At the present time, in addition to the regular test group we have in operation a group of five girls on the mica splitting job, - also three girls on sequence switch cam riveting, - and in a typist section consisting of about fifty girls who are working on a bogey system we have introduced rest periods. We also have in mind one or two other methods of further checking our results.

Dr. Mayo stopped off yesterday on his return from Denver and we had a very interesting discussion with him. I arranged a conference of our interviewers with him and we spent all the afternoon looking over some of the interviews and getting his thoughts and suggestions, and we feel that the afternoon was very favorably spent. I took the liberty of suggesting that he try to use words of one syllable which we could readily understand, and he did this very nicely.

Dr. Mayo told me that he had been invited to talk (next Monday I believe) before the group you have mentioned, and asked whether he would be at liberty to mention any of the work done at Hawthorne. I suggested that he see Mr. Stevenson previous to making the talk and he readily agreed to do this. I suggested Mr. Stevenson as he already knows him and I am not sure that you do.

The plan of interviewing employees in the Inspection Branch seems to be working out very satisfactorily. We have had two meetings of the small group type with all the supervisors using the interviews as the basis for discussion, and the general feeling among the first line supervisors is that this material furnishes a much more interesting way of getting our ideas across to them than anything they ever had presented previously.

F. W. WILLARD, Personnel Director: 2

October 25, 1928.

I am returning Dr. Mayo's report to Dean Donham. This was of interest, and if some of it went over your head I can assure you that a much larger amount went over mine.

Superintendent of Inspection.

GAP-EM

Good Jack
Western Electric Company,

INCORPORATED

195 BROADWAY

NEW YORK

November 2, 1928

W. Willard
W. WILLARD

PERSONNEL DIRECTOR

W. Pennock
A. PENNOCK, Superintendent of Inspection

H a w t h o r n e

Dear George:-

Dr. Mayo talked before the Conference Committee which is one of the two confidential groups sponsored by some of the leading industrialists. He devoted most of his talk to discussion of his own clinical experience, and a little of industrial experience. He mentioned your work, and said only enough to arouse the curiosity of those present.

The way in which he did it was open to no criticism whatever. He unquestionably has a true scientific spirit. That is evidenced by the fact that he took particular pains to give you complete credit. I personally feel that you could not have done better than to cultivate him for technical advice. He is wholly disinterested so far as personal gain is concerned. The next time I see you I want to talk over a number of things about the future development of your contact with him.

The other group, the one which I attend regularly, has not discussed the subject at all, and probably will not bring the matter up until you are ready to appear before it. In all probability you will be asked to appear before both groups.

I have been worried a little lest you might feel that I was butting in. My sole purpose for intruding myself is to give every possible impetus and support to the work that you are doing, because I feel that it is fundamental to our whole problem of management-employee relations, and out of it I believe can come a new technique of management which may be so far superior to the employee representation plan that there will be no further argument about it so far as we are concerned. I believe that this can be accomplished only by careful, painstaking, controlled experiments such as the ones you have conducted. From these experiments I believe that most of the essential data can be obtained to direct all of our employee relations policies.

Therefore I am vitally concerned in keeping the whole subject alive. In these days when the fever of high production is upon us, there is danger of all of these matters of development being shoved aside and forgotten. I am determined that this thing that you are doing shall not be.

Yours very truly,

Fred.

WESTERN ELECTRIC COMPANY
Incorporated

195 Broadway.
New York

February 28, 1929

G. A. PENNOCK, Asst. Works Manager

Hawthorne

Dear George:-

I was glad to get your suggestion in your letter of the 25th, about publicity for your work. Just about a week ago, Mr. Stoll, Mr. Stevenson and I had a long discussion on this thing and agreed essentially at that time that when you were ready, it could be presented first confidentially to the group we have been talking about. I made the suggestion to the others that before it is presented to that group we ask Arthur Young and perhaps Dr. Mayo to sit around the table with us and make a constructive criticism.

My thought in having this session with Young and Mayo, without the others of the group, first, was that you could get the slant of a man who is personally committed to the principle of employee representation but who is exceedingly broad and open-minded in his approach to the whole problem, before we present it to this larger group where there are several who are single-tracked in that they think only in terms of employee representation. It seems to me that if you could have the viewpoint of a man like Young who believes in employee representation and yet approaches the problem in a broad-minded manner, you would be somewhat better prepared in the discussion with the whole group.

This discussion with the whole group will be a real free-for-all after you have made your presentation. The chairman of the group talked with me yesterday about it, and was very anxious to schedule it whenever it will meet your convenience and the Western Electric Company is ready to have it released. He is planning to give to this far more attention than is given to any of the other subjects which they discuss from month to month. They ordinarily meet for about half of the afternoon one day a month or one day every three weeks. He wishes to give to this a whole afternoon and evening, because of its fundamental importance.

G. A. PENNOCK - 2

I was planning to come to Chicago next week to go over this whole thing with you; but I understand from Steve that you will be here. I suppose that the demands of the Manufacturing Staff Conference will make it impossible for me to have a word with you; so we can perhaps put that off tentatively until the week following when I will come out to Chicago and we can talk it over. At that time we can make definite plans for the first presentation outside of our own family.

I have been reading over your last report which Steve gave me last week. It is no little satisfaction to me to see the plan developed as indicated in that report. The setting up of a permanent development organization is of course essential to a consistent attack upon the problem. The use of the direct means of getting the slant of each individual employee is something that is going to get under the skin of the employee representation "radicals". I know some of them who will argue that it cannot be done that way without breaking down the authority of the line supervisor, and will talk their heads off to prove that it is inferior anyway to the representative method in the joint councils; others will say that the Western Electric Company is sticking its head in the sand by practically admitting that their conditions demand some sort of a representative method of dealing with employees and then trying to justify its historical position against employee representation by adopting a generally discredited procedure.

Now as far as I am concerned, and I am sure as far as you are concerned, I have no fears at all about answering such of those fellows who will give me a chance to talk to them. Arthur Young, however, is one who is judicious in his approach to every problem. He also has a great deal of confidence in Mayo, and I am sure that Mayo is not committed to any dogma on this matter of dealing with employees. If he is committed to anything at all, it is to the very sound principle that if the supervisors of factory people will talk less and listen more, they can find the solution to their problems; and that fundamentally is my answer to whatever attacks the employee representation group may make upon your procedure. I will not attack the employee representation plan under any conditions. It has its uses; it has served useful purposes in instances of which I have knowledge. Probably it is today an instrumentality of value in some industries, otherwise managements that are just as intelligent as ours would not continue to give it serious attention; but it does not offer the means of doing that very simple and fundamental thing--namely, listening to the individual worker--and that is where I think that you have the advantage of the whole outfit.

G. A. PENNOCK - 3

Of course, it creates new troubles and difficulties, and in looking through your last report I can see many spots where the characteristic troubles will crop out; but if you stick to your plan of handling it with the consent and cooperation of the front-line supervisors, so that they are not subjected to a situation that permits of double-crossing, it is in my opinion a distinct step forward giving promise of all the advantages that can be reasonably credited to employee representation without some of its admitted disadvantages.

I had lunch with the large group this week, and Dr. Mayo was a guest. This gave me an opportunity to ask him whether his set-up would admit of the training of one or two men at a time in the scientific phases of the work. I had in mind that you could possibly so set up your organization that you could give certain of the men who promise to be the most adaptable for the experimental work, alternate periods of say three or six months with Mayo, the rest of the time at the factory. This would involve a little additional expense, but would be a relatively small percentage of the total budget you have estimated. Inasmuch as we have to build a new profession for handling this sort of development work, we may not have a better opportunity than that which is at present available at Cambridge. It is that particular thing I wish to talk over with you. Dr. Mayo assures me that so far as he is concerned, it can be done, and he will be very glad to help you to work out a plan.

It seems to me that your budget proposal is reasonable and modest. We have spent in 1928 upwards of \$7,000,000 in the entire Company for so-called personnel activities. I can pick more than one million dollars of that expenditure which has gone for the carrying on of projects that are quite unimportant in comparison with the work you are doing.

Yours very truly,

(signed) Fred

F. W. Willard

WESTERN ELECTRIC COMPANY

Kearny Works
100 Central Avenue
Kearny, New Jersey

May 28, 1929.

E. J. SMITH, Chief of Health and Safety

Hawthorne Works

We are considering a trail of rest periods in the Coil
Winding Department here at Kearny.

Before starting this we would like to have information
concerning this experiment at Hawthorne, such as:

1. Just how it is carried out
2. What results have been obtained
3. In what Departments are you using rest periods

We would appreciate having this information at your
earliest convenience.

(signed)

O. CARPENTER
Director of Health and Safety

OC:EP

DP

1929

ANALYSIS OF THE ANSWERS MADE BY INSPECTION BRANCH
SUPERVISORS TO THE TEN QUESTIONS REGARDING THE
INTERVIEWING AND CONFERENCE PLAN

This analysis was made from 39 section Chiefs and 133 Sub-Section and Group Chiefs' Interviews taken January to June 1929 inclusive.

| | <u>Section Chiefs</u> | | <u>Sub-Section and Group Chiefs</u> |
|---|--------------------------------|----|---|
| 1. What is your opinion of the plan? | Favorable | 39 | 133 |
| | Unfavorable | 0 | 0 |
| 2. How has it helped you so far? | Helped | 37 | 117 |
| | Not Helped | 2 | 8 |
| | Don't know | 0 | 2 |
| | New Supervisor | 0 | 6 |
| 3. Have you changed your method of handling your people since the plan was started? | Yes | 3 | 76 |
| | Probably | 15 | 4 |
| | No | 22 | 44 |
| | Don't know | 1 | 2 |
| | New Supervisor | 0 | 7 |
| 4. Do you think the Company should keep it up and cover the entire plant? | Yes | 39 | 129 |
| | Don't know | 0 | 4 |
| 5. Are the discussions in the conference now more interesting or less so? | More Interesting | 32 | 112 |
| | Repetition now | 5 | 0 |
| | Less Interesting | 1 | 2 |
| | Covered all now | 2 | 0 |
| | Don't know | 2 | 16 |
| | Combination of both | 0 | 3 |
| 6. Has the plan been embarrassing to you in anyway? | No | 39 | 130 |
| 7. Have you any suggestions for im- proving on the present plan? | No | 33 | 113 |
| | Yes | 6 | 20 |
| 8. Do you think the employees are in favor of it? | Yes | 34 | 121 |
| | Don't know | 5 | 8 |
| | Not all | 0 | 4 |
| 9. How often do you think the in- terviews should be made? | Annually | 24 | 55 |
| | Semi-annually | 9 | 55 |
| | Every two years | 2 | 1 |
| | When Supervision is changed | 1 | 5 |
| | Quarterly | 0 | 3 |
| | Depends | 0 | 7 |
| | No definite period | 0 | 7 |
| 10. Do you think employees will work as hard when not driven? | Yes | 35 | 118 |
| | Some will, some won't. | 3 | 14 |
| | No | 0 | 1 |
| | Don't know | 1 | 0 |

A. LEUKAU - 6088-2.

AL*SV

Supervisory Training

July 5, 1929.

MR. G. A. PENNOCK - 6005:

We discussed the supervisory training work at the Branch Staff Conference this morning. It was felt by all that the training of the supervisors through the medium of the personnel interviews has probably accomplished just about as much as can be expected for the present. The supervisors who have had the benefit of this training have certainly by this time gotten a pretty good idea of what we expect a satisfactory supervisor to be, so that we believe it is safe to assume that the situation in the Inspection Branch at the present time is fairly healthy. The new supervisors who have not had the benefit of the entire course of training together with those supervisors now being appointed should be able, we feel, to absorb the idea sufficiently from the older men, so that we believe it is safe to have Mr. Putnam discontinue his present training course whenever he can arrange to conveniently wind it up.

It was, however, agreed that the division chiefs in their divisional meetings with the supervisors would have some discussion at each meeting along the lines of supervisory training so that the necessity along this line would not be entirely overlooked.

It was also the idea of the Inspection Staff that later on, possibly some time in 1930, the subject of supervisory training should be taken up again and thought given to whether the supervisory training course would be reopened, and if so, what form should the training take and just which of the supervisors should participate. In other words, we feel that supervisory training is something which should go on more or less continually but we believe the plan should be changed from time to time as seems advisable.

In response to my inquiry Mr. Putnam advised that he was planning on starting the second lap of Inspection Branch interviews about the first of the year and that in his opinion the interviews would be conducted on about the same lines as before, namely, the interviews would be considered confidential. In presenting this to the division chiefs this morning, the opinion seemed to be quite general that our procedure under the confidential basis has gone far enough and that in this next series of interviews all the pertinent facts concerning each case should be available to the Inspection Staff.

We have, as you know, quite a few new division chiefs and I feel that the next step forward will be in the training of the new as well as the old division chiefs to handle the supervisory problems to the best advantage. In other words, the time is about here when I feel that the Inspection Staff should take hold of certain situations as will be brought out through the interviews and help each division chief work

MR. G.A. PENNOCK:

2.

July 5, 1929.

out the most logical solution in regard to his particular case. As I see it, this can be done to much better advantage if we are in possession of whatever particulars we need to handle the case intelligently. As I see the situation, even then our investigations should be handled constructively and not the reverse, and I believe that practically all of them can be handled on the basis that the division chief will be able to get sufficient information to work on himself, using the information contained in the interviews only as a tipas to something that may be wrong.

If you have a discussion some time as to the basis of procedure for the next general interviewing of the Inspection Branch, I would like to be called in on it.

J. H. KASLEY - 6600.

JHK-BM

DP

Western Electric Company,
Incorporated
Point Breeze Works
Court Square Building
Baltimore

October 16, 1929

G. A. PENNOCK, Assistant Works Manager,

Hawthorne Works

Dear Pennock:

I am anxious to start a training course for Section Chiefs and Gang Chiefs, and am wondering if you can give me some help along this line. It is my understanding, based on my talk with you last June, that the information obtained by the interviewers is the basis for all supervisory training work that is being carried on at the present time.

Ultimately, we shall undoubtedly adopt this same plan of interviewing; but in the meantime I am wondering if you have these interviews, and the results that have been obtained in the classrooms from these interviews, in such shape that we could use them.

It seems to me that the information obtained by these interviewers at Hawthorne would be just as applicable to our problem here, at least to start with, as if we carried on the interview ourselves; and if we can get information that you have already obtained, we shall be able to get under way just that much sooner.

All of this is on the assumption that you still feel that this is the best plan for conducting supervisory training courses. If you were starting in new with an entirely new force of supervisors who were inexperienced in Western Electric methods and practices, would you use the information you had secured from these interviews as the basis for the classroom work or would you use some other plan of instruction? Of course, what we want to do primarily is to teach the supervisors how to handle their people properly, and it is my thought that the use of the information you have received through your interviewers will be the best way we can put this message across.

I shall appreciate very much if you will give me your thoughts in the matter, and let me have any information which you feel would be of assistance to us in launching this program.

Sincerely yours,

R. M. DODD.

Western Electric Company
Incorporated
195 Broadway
New York

November 18, 1929

MR. M. L. PUTNAM

Hawthorne

I was sorry not to have had a chance to meet you last Friday at the Personnel Research Federation meeting, so I wanted to drop you a line to tell you how splendidly I thought you handled your subject. In addition to the presentation of the technical material of your paper I think you have done a mighty fine piece of public relations work for the Company.

Sincerely yours,

R. R. WEAVER

DP

WESTERN ELECTRIC COMPANY

Kearny Works
100 Central Ave.
Kearny, New Jersey

December 17, 1929.

M. L. PUTNAM, Chief of Industrial Research Division,
Hawthorne.

Thank you for suggesting where I may procure the test room report.
Mr. Dietz's copy will provide me with the data in which I was interested.

However, I did want to have the opportunity to speak to you about
the training work your organization is conducting for the Operating Branch
at Hawthorne. It would be interesting for us to know how the instructors
or conference leaders are recruited from the Operating Branch, how long they
remain in this capacity, what different types of training you are giving,
how much use you are making of the interviews you have made with the Operat-
ing Branch employees and the other features of the training program as applic-
able to the Operating Branch.

I shall greatly appreciate any descriptive data you may be able to
send.

(signed) J. G. BROSNAN
Chief of Operating Personnel Division.

DP

MR. C. G. STOLL, 195 Broadway, New York.

12-21-29

F. G. Atkinson of Henry L. Doherty & Company, 60 Wall St.,
writes us as follows:

"Capitalizing on the excellent material you presented
at the Personnel Research Federation convention last month,
we have outlined your plan of interviewing rank and file
employees for supervisory training purposes, to a number of
our senior executives and to ninety-four of our supervisors.

The response has been so enthusiastic that we are seriously
considering incorporating the plan in our own supervisory
training program. I wonder if you would be so good as to
permit me to visit you at Chicago, so that I might see
first hand the machinery you have developed.

I should like to come some time within the next two
weeks - if your holiday schedule would permit - in order to be
able to present my recommendations here at a favorable time.

Signed - F. G. ATKINSON,
Chief of Training Division."

Since we are not in a position to know the capacity of various
companies to handle this interviewing plan, and since we are in a way
responsible as proponents of the plan, and since we have something to lose
if some of the first companies trying this plan mishandled it so that it
fails or does them some damage, we have been giving the question some
thought and have discussed it with Dr. Mayo.

It seems rather impracticable for us to set up here to render
the proper assistance to concerns wishing to launch this program, as we
feel that something more than a knowledge of our present method will be
necessary. In other words, some set-up should be made to render advice

MR. C. G. STOLL, 2:

12-21-29

and give further information to these concerns as our own program may change and develop.

Before replying to Mr. Atkinson, which we must do promptly, we should like to have your thoughts.

For your information Dr. Mayo has an appointment with Mr. Day of the Rockefeller Foundation Monday Morning in New York.

C. L. RICE.

6005-GAP-12-21-JC

Copy to - W. F. Hosford - New York.

INDUSTRIAL RESEARCH AT HAWTHORNE

AN EXPERIMENTAL INVESTIGATION OF REST PERIODS, WORK- ING CONDITIONS AND OTHER INFLUENCES

By G. A. Pennock, Western Electric Company, Chicago

If there is to be a science of industrial relations, there must be a scientific approach by industry to the problems of industrial relations. This article is an account of how the Western Electric Company in their Hawthorne Works at Chicago is finding such methods of approach.

Mr. Pennock, Assistant Works Manager, was Superintendent of Inspection when, early in 1927, he and his associates initiated these experimental studies of influences affecting employees' effectiveness and mental attitude.

The results of these studies have been rather startling, and are deemed of such importance that a larger program of employee relations research has been launched. The present as well as the future findings of these experimental studies will undoubtedly form a valuable contribution to the science and art of human management.

The procedure and findings of test-room studies for a period of over two years are described. Constant observation and experimentation was made with a group of five women workers engaged in repetitive assembly work in an effort to determine the answers to such questions as the following:

Are the rest periods desirable?
Is a shorter working day desirable?
What effect do wrong or right methods of supervision have on a worker's effectiveness and morale?
What are some of the factors that determine an employee's mental attitude?

A second test group consisting of five operators who were splitting mica was also studied.

The method consisted in maintaining all conditions as nearly constant as possible, with introduction from time to time of a single variable, such as a different method of payment; rest periods; mid-morning lunches; shorter or longer working day. Information as to amount of sleep, recreations, home conditions and other outside influences, as well as personal influences within the factory such as the relationship between the supervisor and the operators, were secured through informal interview. Pulse rate, blood pressure, blood condition readings, vascular skin reactions and other physical examination data were obtained from time to time. Diet and health practices were recorded.

The most surprising outcome was, that productivity of the test group tended in general to increase no matter what changes in working conditions were introduced. Fatigue was found not to be a controlling factor. Amount of sleep had a slight but significant effect on individual performance. Total daily production was increased by rest periods. Home conditions and other outside influences tended to create either a buoyant or a depressed spirit which modified production. Emotional status was reflection in performance; and the major component of this emotional condition was attitude, toward supervisor. The inference from these studies was inescapable that the dominant factor in the performance of these employees is their mental attitude.

Consideration of the sensitiveness of the operators to the way in which they are treated lead to studies of other workers' emotional status and attitudes. All operators in the Inspection Organization were interviewed, to secure a picture of their problems, worries, likes and dislikes, in relation to working conditions and supervision. This program is spreading to other departments, and is greatly modifying supervisory training procedure. Rest periods have also been introduced into several operating departments, affecting 5,000 employees, with indications of increases of production paralleling somewhat those of the test group.

Reprinted from the Personnel Journal
Vol. VIII, No. 5, February, 1930.

RL

February 18, 1930.

NEALY G. MASHBURN, Major, Medical Corps, U.S.A.,
Director, Department of Psychology,
The School of Aviation Medicine,
Brooks Field, Texas.

Dear Sir:

Replying to your inquiry of February 10, regarding our recording device as shown in the Personnel Journal, it is unlikely that this mechanism would meet your requirements. However, the following is a more complete description of this device which I trust may be helpful.

The perforating recorder consists of a unit of standard commutation equipment, modified to meet the requirements of the test. The circuit from each operator's position is connected to a respective electro-magnet in the perforator which operates the perforating punch associated with any particular operator or position.

The travel of the tape through the perforating recorder is accomplished by connecting a 110-V A.C. synchronized motor of a 1/6 H.P. rating, by proper gears, to friction rollers through which the tape passes. These friction rolls pull the tape through the recording device at a definite speed of 1/4" per minute. The tape is divided, by measurement, into any division of time desired and the number of perforations in any division are counted.

The description of your requirements indicates that you would need a combination time and serial action recorder. As you will note from the foregoing the time element is not a feature of our recorder, except by counting the number of completed work cycles (perforations) in any measured division and obtaining an average time per cycle.

We are not familiar with what the market has to offer in connection with such apparatus, and since our own is standard equipment, modified for test purposes only, it is therefore not available.

Any further information which you feel we are in a position to give we will do so gladly.

Yours truly,

Assistant Works Manager.

HH-6088-3-SJ

DP

July 28, 1930.

SUBSTANCE ANALYSIS OF COMMENTS ON INTERVIEWING PROGRAM
TAKEN FROM OPERATING BRANCH (1929)
EMPLOYEES COMMENTS

All comments regarding Employee Interviews and Supervisory Training, either in regard to method or effect have been classified to this subject.

| | | | |
|--------------------------|----------|-------------|---------------|
| Interviews Analyzed | - 10,300 | Men - 6,800 | Women - 3,500 |
| Total Comments | - 440 | Men - 249 | Women - 191 |
| Total Favorable Comments | - 346 | Men - 193 | Women - 153 |
| Total Unfavorable " | - 94 | Men - 56 | Women - 38 |

| | <u>Favorable Comments</u> | <u>Men</u> | <u>Women</u> |
|--|---------------------------|------------|--------------|
| 1. Would have liked to have talked with someone before | 6 | 8 | |
| 2. Feels better since being interviewed | 13 | 23 | |
| 3. Glad to have a confidant | 4 | 17 | |
| 4. Tells truth about boss, even though she knows boss will try to find out what she said | | 1 | |
| 5. Appreciate Company's attempt to improve employee relations | 10 | 5 | |
| 6. Interviewing would be beneficial to superiors also | 1 | | |
| 7. Supervisor doing better since interviewing began | 23 | 22 | |
| 8. Plan instituted to correct false ideas outsiders have | | 1 | |
| 9. Likes a chance to talk without getting in bad, or the confidential nature | 5 | 4 | |
| 10. Good idea to interview employees | 25 | 11 | |
| 11. Don't care whether program is confidential or not | 3 | 1 | |
| 12. Appreciates being considered as source of information | | 1 | |
| 13. Will enable Company to pick out employees who are "out of tune" and help them | 1 | | |
| 14. Interviewing should continue so bosses would act better | 1 | | |
| 15. Would trust any Company - sponsored project | 1 | | |
| 16. Can tell interviewer things wouldn't dare tell boss | 6 | 4 | |
| 17. Conditions good now, so nothing to say, would have had a story a short time ago | 2 | 3 | |
| 18. Feel that complaints made will receive due recognition | 3 | | |
| 19. Never thought they would confide in anyone as they did in interviewer | | 4 | |

July 28, 1930.

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| | <u>Favorable Comments (Cont'd)</u> | <u>Men</u> | <u>Women</u> |
|-----|---|------------|--------------|
| 20. | Skeptical or afraid before program was explained | 7 | 3 |
| 21. | Supervisor improved because he thought his employees would be interviewed soon | 3 | 2 |
| 22. | Interviewing has improved conditions already | 6 | 4 |
| 23. | Interviewing shows an honest interest in employee or Company | 4 | 5 |
| 24. | Never worked before for a Company that tried to find out if help was satisfied | 1 | 1 |
| 25. | Good policy to have impartial and trustworthy interviewers | 1 | |
| 26. | Good idea because it lets management know what is going on in the departments | 7 | 4 |
| 27. | Provides channel for the worker's complaints, ideas and suggestions | 10 | 8 |
| 28. | Good idea because finds out things wouldn't find out in any other way | 9 | 3 |
| 29. | Appreciate pay for interviewing time | 1 | |
| 30. | Good idea because now no one has better "drag" than anyone else | 1 | |
| 31. | Even if interview don't help conditions, employee gets a chance to rest while talking | | 1 |
| 32. | Interviewing one more way Company shows it does what is right for employees | 1 | 3 |
| 33. | Glad Company is doing something to relieve conditions in shop | 1 | |
| 34. | Interviewing Program a step forward in history of Company | 1 | 1 |
| 35. | Program will do operators a lot of good if carried out properly | 5 | 1 |
| 36. | Program unnecessary if Supervisors did good job | 1 | |
| 37. | Feels that interview will help employee get a raise | | 1 |
| 38. | Output clerks should be permitted to attend training conferences | 1 | |
| 39. | Bosses have changed since training conferences started | 12 | 7 |
| 40. | Told more than to last interviewer | 1 | |
| 41. | Good idea to use interviews in training conferences | 2 | 3 |
| 42. | Told story about boss so it could be used in training conferences | | 1 |
| 43. | Comments on service button interviews | 14 | |

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| | <u>Unfavorable Comments</u> | <u>Men</u> | <u>Women</u> |
|-----|--|------------|--------------|
| 1. | Thought "Hawthorne Worker" was made up of items from interviews | | 1 |
| 2. | Boss expects girls to make up for time lost while being interviewed | | 2 |
| 3. | Employee don't tell interviewer what is wrong | 3 | 3 |
| 4. | Hopes she don't lose job because of what she told in interview | | 1 |
| 5. | Have fear of consequence from utterances | 18 | 7 |
| 6. | Don't think it will do any good to tell things to interviewer | 7 | |
| 7. | Don't see much good that has come from interviewing | 1 | |
| 8. | Superiors try to find out what employees have said | | 2 |
| 9. | Should be previously notified or permitted to pick time to be interviewed | 8 | 3 |
| 10. | Company already knows what is wrong without interviewing | 1 | |
| 11. | Will be disappointed if complaints don't bring results | 1 | 1 |
| 12. | Thinks program won't get results because employees won't tell their troubles | | 1 |
| 13. | Should be interviewed more than once as conditions change often | 1 | 1 |
| 14. | Afraid bosses won't change by attending conferences | | 1 |
| 15. | Superiors try to prevent interviewing of employees | | 2 |
| 16. | Conferences don't seem to help bosses any | 2 | 2 |
| 17. | Interviews should not be taken up at conferences at all | 1 | |
| 18. | Does good temporarily but will not permanently | 1 | |
| 19. | Should be prepared before hand to dispel false ideas | 1 | |
| 20. | Have or had mistaken ideas on purposes | 2 | 2 |
| 21. | Valueless to interview old timers as they must like Company | 1 | |
| 22. | Program merely a fad | 1 | |
| 23. | Should have privilege of attending conference | | 1 |
| 24. | Felt "left out" when less service or other employees are interviewed first | 3 | 1 |
| 25. | Doubt confidential nature of program | | 1 |
| 26. | Improperly paid for interviewing time | 2 | 3 |
| 27. | Supervisors act in uncooperative manner toward program | 2 | 2 |
| 28. | Would like foreign-speaking interviewers | | 1 |

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TYPICAL COMMENTS ON INTERVIEWING PROGRAM

Favorable Comments

1. "I think this interviewing program is a good thing; it should have been started 18 or 20 years ago and now you would be able to go up and get some satisfaction and make you look as if you were right once in a while and not wrong all the time."
2. "Well, sometimes if you tell anybody else what's on your mind it makes you feel good. It helps a lot. If you have anything that bothers you it gives you a chance to tell somebody."
3. "I think it is a very good idea to have some one come around that we can tell our troubles to."
4. "I wish you could have seen the dirty look he gave me when I was called up to be interviewed. That's just one way he has of showing his guilt and he knows that I know plenty and when I come back now from this he is going to have one of his friends try to get around me and question me as to what I told you. Then they're not finding out anything but the truth, and if they are anxious to know, I am willing to tell."
5. "Well, I think it is a very good idea that the Company tries to satisfy the employees and tries to make improvements of any kind that will benefit the employees."
6. "Those whom I wouldn't classify as good supervisors are of a crabby disposition, but right down in my heart I think they are trying to do their best. This interviewing program strikes me as being the real antidote for an ill-tempered boss. A good interview like I have had with you would do them good."
7. "The bosses all treat us much better then they used to, in fact they used to be pretty rough and if we did anything wrong they gave us a week off for it, even if it was something that we could not help but they did not do this now because I think they are afraid now that you are interviewing us."
8. "You're doing this because people outside think the Western Electric is a terrible place to work. I tell them as long as I have worked here I can't see that it is so terrible."

Favorable Comments cont'd

9. "I think this is the best way I have ever heard of having an employee unburden himself and still have his identity protected, and I think it is going to do a lot to better the feeling between the employees and the Company."
10. "I believe this is a good way of doing things, having you folks come around and talk to us."
11. "I am not worried about who knows it; I don't feel backward in talking about these things because after all it is for the interest of the Company and the men."
12. "I think it is nice of the Company to consider us this much and ask for our ideas."
13. "I think this interviewing program will eventually develop into a plan whereby a man who turns in a favorable report for two or three years and then if he starts kicking about his job and about his supervisors he will be sent to the hospital for a physical examination and a mental test. That way the Company will be able to find out just what is wrong with him and they will probably be able to save him a serious illness."
14. "The only thing that holds him back is that he is afraid the Company will find out what he is doing through the interviewing program. I hope the interviewing program goes on for a long time because I know that is the only way that our boss will be civil to us."
15. "Well, if the Company is sponsoring this idea I have no fear, because I have worked here eleven years and I feel that they would not do anything to hurt any of their employees."
16. "I think this interviewing is a great idea. If a man has anything to say he will tell the interviewer. He wouldn't have enough nerve to tell his Foreman."
17. "Our shop has just been made over and new equipment put in, so it is very favorable. If you had come around here before you would have had a book full. Every condition was bad."
18. "I believe there is a lot of good in this interviewing program. If a majority of men complain about something I think it will be taken

Favorable Comments cont'd

care of. I have noticed that the Gang Bosses selected for the jobs are better fitted. A man must know his job before they give him a chance."

19. "I don't care about anything, only my personal affairs. I don't like to have you write all of that I have told you, but it just seems that after I got talking to you I just had to open up and tell you everything. You know, I think it does a person good to get talking to someone different. You know, I have never told any of my affairs to the girls I am working with."
20. "You know, I have made up my mind after having that accident that I couldn't say very much because they might find reason to let me go then and I am afraid that I couldn't find work very easily at my age and with this handicap. If this is really confidential though I can tell you some things that I think ought to be fixed for the benefit of the men and the Company."
21. "This Gang Boss that I was telling you about that was calling me names used to hate me until about a month ago. I guess he must have thought about you coming around to talk to us for now he is as nice as he can be to me."
22. "We have plenty of lockers now. I guess enough fellows told you interviewers about them to get some action."
23. "I do not like to make suggestions in the department for they seem to think that I am trying to get ahead of them but I am very glad of this opportunity of expressing myself to someone that I think is interested in the good of the Company."

"The interviewing shows that the Company takes an interest in their employees and I really believe it is a good thing. It also gives an employee a little encouragement to know that the Company does take an interest in them and tries to help them out."
24. "I worked at several places but I never worked for any concern that tries to find out whether the help was satisfied or not. If you did not like what they had to offer you could quit. Here they consider the employees and try to make things nice for them."
25. "If this Company wants to find out anything about its supervisors the best thing to do is pick out a disinterested party and one that the employees can trust. Then they will get the true stories. I

Favorable Comments cont'd

don't mind telling you anything because I know you are not around trying to get people in trouble."

26. "Yes, I have heard all about the interviewing program and I think it is a pretty good thing to find out the conditions in the shop and find out how a fellow feels."
27. "I think it is mighty find of the Company to give us a chance to express our opinions."
28. "I think this interviewing is a wonderful idea. It gives the Company a chance to get to the bottom of things. I don't think a man need be afraid to say anything to you fellows as long as he is telling the truth. I imagine the Company finds out about things through these interviews that they didn't believe existed."
29. "Say, this is the best yet, an order number to charge my time to that I have spent with you. I surely can use it too. I need every hour I can get."
30. "This is a good idea to come and talk to us as before the shop man had no chance to go upstairs to the big boss with his troubles but now we can tell them to you and no one will have a better drag than anyone else."
31. "Every girl who works on the work that I am on is glad when she gets a chance to talk to you. If the things we tell you don't do any good we at least get a rest while we are telling you our stories."
32. "Another thing I think is very nice of the Company is to be interested in the employees enough to find out how we are all getting along, such as the work you are now doing. It shows that someone in the Company cares about us."
33. "I am glad the Company is doing something to relieve conditions in the shop. I suppose you think I am a Bolshevik, but you wanted to know what I thought of everything so I am telling you."
34. "They are beginning to understand people better now. Maybe they can straighten out some things for us."
35. "I think that the interviewing is a very good thing providing they do something about the different complaints that the men around the Plant make."

Favorable Comments Cont'd

36. "Don't you think that the Foreman of each department should take care of those things himself? He should know of everything in his department. The Foreman in every department should be like the head of a big family. He should know at all times what is going on in his department. Then there would be no necessity for you people to come around here."
37. "They promised me a raise in June and I suppose if they give me a cent they will go around bragging about it, but they aren't fooling me because I know what I'm worth. Maybe now that I told the interviewer about it they will realize how much I work because everybody hasn't got nerve to tell it and talk about the things I did."
38. "I think it would be a good idea if all the output clerks could attend the conference. I used to attend when I was a supervisor on the floor but since I was made a clerk I don't attend."
39. "The boss is getting a little better lately because he goes to some kind of a school for the bosses where they teach him how to handle help."
40. "I was interviewed by another man but I did not tell him as much as I am telling you. He was a nice young fellow but for some reason I did not tell him everything."
41. "Supervisory Training is a good idea. I don't think they could train supervisors in a better way because the employee really knows where things are missing."
42. "This is a story about my former Gang Boss. I didn't intend to tell you but when you explained this interviewing helped in the supervisory training I decided I would tell it to you."
43. "I had quite a talk with [REDACTED] about old times when I got my thirty year button. He shook hands with me and remembered me by my first name."
- "A short time after this trouble I was called upstairs for my ten-year button. I told the Foreman that I was going to tell the Superintendent about my trouble. The day I was called up there the Assistant Foreman came out and told me that if I knew what was good for me I would be careful what I said. I didn't give him the satisfaction of knowing whether I told the Superintendent my story or

Favorable Comments cont'd

not but when I got up there I figured that it would be better to keep my mouth shut."

"When I went up for my service button the Superintendent asked me how I liked my job and different things about it. I finally told him my story. He then got hold of my Foreman and told him about it. He must have bawled him out because when my Foreman came back he was terribly angry and he called me over. He gave me an awful bawling out for telling the superintendent about it. I told him that I was telling the truth. He got so mad about it that he told me he had a good notion to fire me."

"[REDACTED] gave us our fifteen year buttons and when he gave me mine he asked me how I liked the work I was doing. They had me back on piece work then and I didn't like it. I told him I didn't like it, and he wanted to know why. I said I figured I had spent enough years on that kind of a job so he told me he would see what he could do about it. A little while after that he came up and said I could go back to my old department but I couldn't quite make up my mind if I wanted to or not. Finally I told him that when they kicked me out there nobody else seemed to want to give me a job but him, so I would stick with him. He rather liked that and said that he would see what he could do for me. After that he was transferred to another department, but I guess he must have fixed it for me because I finally got on this job."

"I have worked here nearly ten years now and I understand that when we go up for our button we are generally interviewed by one of the high bosses. When they talk to us they generally ask how we like our jobs and the treatment we receive. If we tell them frankly about our disadvantages or our misunderstandings with the boss this information generally finds its way back to our bosses again and then we are S.O.L. There must be something back of it because that is the general impression among the men."

Unfavorable Comments

1. "Has this interviewing anything to do with the 'Hawthorne Worker.' I have never read it through but I glanced over it and I noticed several articles pertaining to the different departments around the shop. I thought maybe that they got some of those items from you or other interviewers."
2. "My Section Chief is unreasonable. He expects the girls to make up for the time they are being interviewed and he expects the girl to make her rate. He says that it isn't any excuse that she was interviewed. If any girl thinks she can get away with it in that way that they would pay her day work for that time. It is very hard to make up for that time because the rates are so high and one cannot make up for it."
3. "Did that other fellow you interviewed say anything about the soap and towels? Well, there you go. He is always squawking about it, and when he had a chance to say something he didn't even mention it. The Companies I worked for furnished soap and towels for their employees."
4. "I hope nothing comes of this talk because I need my job, and a half a loaf is better than none."
5. "I think I am telling you too much. The first think I know I will be getting canned. No, I was only kidding you about being afraid of losing my job. I know you are telling the truth when you say this is confidential. Well, that is all I am going to tell you. I know what the other fellows told the other interviewer and if you compare notes with him and add what I told you you will have a good story because I don't intend to tell you anything that is going to get anyone in wrong."

"I am not so dumb. I am not going to complain about anything around here. Everything is O.K. as far as I am concerned. I have been with the Company nine years and I have seen a lot of things in my time."

"About the bosses I wouldn't say anything as I don't care to commit myself."
6. "Say, does all this I am saying mean anything? Well, if you want my honest opinion, to me it seems like a lot of nonsense. Now I have told you about the rates, do you mean to tell me that they will be taken care of just because a few of us have kicked about them?"

Unfavorable Comments cont'd

7. "You say this work has been going on since February? I don't see any improvements around here. I don't see how a thing of this sort is going to do much good."
8. "My girl friend was interviewed and my supervisor wanted to find out in the worse way what she had to say but she wouldn't tell him so he came to ask me how she liked interviewing but I told him I didn't know."
9. "You know I believe it would be a good stunt to tip us off that you are coming down so that we would have all the facts in mind that we wanted to talk about."

"I wish you would have called me sooner. How come you didn't? It made me feel pretty bad to know that so many other people were going up to you and when I was having trouble I didn't have a chance to tell you about it."
10. "The Company does not have to send the men from the office down here to find out that the rates are too low."
11. "I hope there will be something done about what I have told you soon or I will lose all confidence in this interviewing program."
12. "They all have their share of trouble with him but they are all too chicken-hearted to tell. They just sit and cry about it and expect to change him with tears. Boy, I wish I could find out if they tell you their troubles. I would feel more like as if my tale of woe would be given attention if a few more of the girls would speak up now that they have the chance."
13. "It is too bad they don't have the interviewing every year. A fellow may have something on his mind but he forgets about it as the years go by. A man would tell the interviewer things that he would be afraid to tell his boss."
14. "What if the supervisors don't improve when these interviews are read at the conference? Maybe when they return to their departments they are just as bad as they were before."
15. "My friend was interviewed. The bosses did not want her to be interviewed but the girl that interviews came and asked to interview her. I suppose he was afraid she would tell on him. He hollers at all the girls like that."

Unfavorable Comments cont'd

16. "What good is this interviewing doing anyway? I hear them talking about training the supervisors but I see people being abused just as much as they always have been."
17. "I don't think these interviews should be taken up in the conference at all. The men who attend those conferences are ordinary small fry and they don't count much anyway. This should be taken up with the 'Big guns' because they are the men who really do things."
18. "Of course right now things are running mighty smooth but when the interview work blows over they will probably be back to their old practices."
19. "Some of these fellows when they go out to get interviewed think they are going out to get hung or something. They ought to get wised up. It seems as though if they are around here for a while they would know enough to look around them and see what is going on. A lot of these fellows can't see or think of anything but the machine they are working on. I guess you find a lot of them afraid to say much of anything."
20. "Do you think I will get laid off now? My brother-in-law was called a few weeeeks ago by a man like you. He came and talked with him and now he is being laid off and I thought that was why you were talking to me."

"I have been anxious to be interviewed. It puzzled me what this was all about and none of the girls seemed able to explain what you wanted them for. What are these interviews for? Are they to be published in some paper like the Hawthorne Worker, or does the Company want it for record?"
21. "I don't think the old timers are the men to interview because they wouldn't stay here if they didn't like the Company."
22. "The interviewing program is a good thing but it is only a fad and will die out the same as the safety drive did."
23. "It seems so funny to me that some of the people who are doing that kind of work have the privilege of attending conferences each week. These people have been telling me about the cases that come to the front and I feel as though I am entitled to attend those so as to get to know the different things that are going on around the shop."

Unfavorable Comments cont'd

24. "I thought you were going to forget me. All the fellows were going up for an interview but me. I said to the man working next to me, 'I must be an orphan because they did not call me up to find out what I thought of the place.'"
25. "What I don't understand is this. You told me that this is confidential and there is no way for anyone to find out who said anything. It sure looked to me and the rest of us like you must have went back and told the Gang Boss about how many people were getting cheated out of their day work."
26. "I'll only get my day work rate because that's all the other girls got too. Just the other night you had a girl in here for an hour and she went and told the boss about it and he said, 'Well, if you've been sitting there one hour and talking to an interviewer then that's all you are going to be paid. That's your hard luck.' And the same with all the rest of the girls. They only got day work."
27. "Our boss told me that one of these days I would be interviewed. He said I should tell the Interviewer that I get along all right with my bosses. It would not be necessary for me to tell him about the other things here. He also said that one of the men here told the Interviewer that the Gang Boss would not give him any drills and that he (Gang Boss) heard about it."
- "The girl was not even back to her job yet after having talked to the Interviewer and on the way this man whom she had talked about stopped her and said, 'Hereafter when you have anything to say about me you don't have to tell it to an interviewer. You can tell it to me.' And he acted very disagreeable about it."
28. "The girls told me that the lady who interviewed in here only spoke English and it worried me because I knew I couldn't explain myself in English."

COPY

WESTERN ELECTRIC COMPANY
Inc.

Manufacturing Department
195 Broadway
New York

J. W. Skinkle
Personnel Ass't.

December 19, 1930.

G. A. PENNOCK, Assistant Works Manager,
Hawthorne.

Some time ago, we furnished Mr. Halligan with a copy of the substance analysis of the comments made by the employees interviewed in your interviewing program and Mr. Schnedler has gone over that portion of the analysis dealing with comments on thrift subjects. Copies of his two letters of December 4th are attached and I think you will want to look into the points he raised and advise us what you have already done or will do about them.

This brings up the question as to what corrective action you are taking with respect to the conditions brought out by the interviews. We know and realize fully that you are taking every possible opportunity to correct the conditions brought out by the interviews, in so far as the interviews accurately depict the necessity for any action being taken; but we have seen, so far, practically nothing on record as to the follow-up action instituted, and since you have maintained very complete records and analyses of the interviews themselves, I am wondering if you are contemplating keeping an equally complete record of the corrective results, achieved and based on the follow-up of the conditions indicated by the interviews. That, of course, is one of the important parts of the entire program.

In any event, we should be very much interested in having you tell us what you have in mind along this line.

(signed) J. W. SKINKLE

Personnel Assistant.

Att.

DP

February 2, 1931.

Dear Dr. Mayo:

Putnam will be sending you within a day or so the Industrial Research Division's report. I have read it and think they have done a good job in describing the work.

Bearing in mind that one of the objects in writing up the story is to present it to some who are almost entirely ignorant of what has been going on (and therefore have formed some ideas that we who are familiar with the work feel are very much in error), it seems to me that you can make some comments and conclusions that we might not feel free to do. To illustrate:

These statements have been made by some executives: "If we had the right kind of supervisors there would be no need for special interviews"; "The supervisors in my organization know what their people are thinking about." It would be helpful to get your opinions on these comments and have you point out the reasons why the supervisors can never get some of the facts that employees are willing to disclose to the interviewers.

I have a feeling that all the work done so far could be justified solely on the basis of the need for research in this direction by industry; that the possibility for ultimate returns is as great or greater than from physical research; that this phase has been neglected by industry; and that while we have been and still are groping to some extent we have uncovered enough that was unknown (at least to industry) to justify continuing. We certainly have no thought that we have yet discovered a "cure-all"; on the other hand, we have been successful far beyond any hopes we may have had when the work was started.

We have a more effective means for training supervisors which we are satisfied has already accomplished a great deal. There is however a need for selling the idea that no known method will accomplish all that we think necessary in a period of one or two years. We have a beautiful illustration of this in our work on safety. This program was carried on for several years before we began to get undreamed-of results, and to-day, after five or six years of intensive effort and education, we are still reducing the number of accidents by about fifty per cent each year.

With such a record on safety education can we hope to train our supervisors on a much more complex problem over night?

The criticism has been made that the plan we are carrying out cannot fail to wreck the morale of our supervisors, since we are spying on them. To us, such remarks are absurd, but since this feeling exists in the minds of some, we must disprove it.

We are seriously considering a questionnaire to be given to all supervisors in the Operating Branch to get their opinion relative to the whole program. I know that this method of securing information has its drawbacks, but it may be the best thing we can do right now, and I do feel that we ought to have, if possible, some definite evidence to refute the statement that we are breaking down the morale of our supervisors. I have not had a chance to discuss this with Putnam yet as he has been nursing some "flu" germs the past week.

We should like to send several copies of this report, together with what you may wish to contribute, to New York, some time before the meeting, and I trust you can find some time to devote to this subject in the near future. No date has yet been set for the New York conference, but I may get some information this week at the Staff conference in Baltimore.

Very sincerely yours,

ORIGINAL SIGNED BY
G. A. PENNOCK

DR. ELTON MAYO,

c/o Harvard University,

Boston, Massachusetts.

WESTERN ELECTRIC COMPANY
Incorporated
KEARNY WORKS
100 CENTRAL AVENUE
KEARNY, NEW JERSEY

CONFIDENTIAL
In these studies, the identities of the
have been kept confidential. We look
on this trust. Please guard the privacy of
involved by substituting fictitious names, or
symbols for real names.

March 12, 1931.

G. A. HOLMES, Supervisory Training Department,
Hawthorne Works.

Mr. Skinkle forwarded to me his copy of your paper
"The Conference Method of Training Foremen" which you prepared
for the National Convention of the American Vocational Asso-
ciation last December.

I want to congratulate you upon the excellent presenta-
tion of the subject and the development of the material in
the outline. I think it is a splendid piece of work.

J. W. DIETZ.

SV
Copy to -
Mr. J. A. Davidson.

March 12, 1931.

MR. G. A. PENNOCK:

Sometime ago in discussing plans for a review of our employee interviewing and supervisory conference programs it was agreed that it would be highly desirable to have an expression of opinion from our supervisory staff on both of these programs. I have, therefore, sent to each supervisor in the Operating Branch a questionnaire designed to obtain this data. I am attaching a copy of the questionnaire together with a copy of the letter of transmittal.

We are now making a detailed analysis of the replies. This work will require some time and I do not expect to be in a position to give you a complete report until the middle of April. I can, however, at this time, give you a statistical analysis showing the affirmative and negative opinions received on each question. This analysis is given below:

| Question | Total | Yes | % Yes | No | % No | | | | | | | |
|----------|-------|-----|-------|-----|------|----------|-------|----------------|-------|-------|-------|-------|
| 1 | 563 | 539 | 95.6 | 24 | 4.4 | | | | | | | |
| 2 | 544 | 483 | 89 | 61 | 11 | | | | | | | |
| 3 | 549 | 443 | 80.7 | 106 | 19.3 | Improved | % | More Diff. | % | Total | | |
| | | | | | | 312 | 80.2 | 77 | 19.8 | 389 | | |
| 4 | 553 | 519 | 93.8 | 34 | 6.2 | Mthly. | Quar. | Semi- Annu. | Annu. | 2 Yr. | 3 Yr. | 5 Yr. |
| | | | | | | 3 | 17 | 136 | 235 | 60 | 10 | 9 |
| | | | | | | .7% | 3.5% | 29.2% | 50% | 12.6% | 2.1% | 1.9% |
| 5 | 558 | 396 | 71 | 162 | 29 | | | | | | | |
| 6 | 558 | 432 | 77.5 | 59 | 10.5 | Combined | % | | | | | |
| | | | | | | 67 | 12 | | | | | |
| 7 | 558 | 512 | 91.7 | 46 | 8.3 | | | | | | | |
| 8 | 559 | 539 | 96.5 | 20 | 3.5 | | | | | | | |
| 9 | 562 | 548 | 97.5 | 14 | 2.5 | | | | | | | |
| 10 | 557 | 514 | 92.2 | 43 | 7.8 | | | | | | | |

MR. G. A. PENNOCK, 2:

March 12, 1931.

It is obvious from the foregoing figures that a very great majority of our supervisors in the Operating Branch feel that both programs have been of great value. Based upon a very rapid scanning of the questionnaires that have been returned I have been particularly impressed by two things:

1. While practically all of the questions lend themselves to a one word answer, in a great number of cases the answer has been amplified to include reasons in support of their opinion.
2. There have been many more suggestions of a concrete nature than I anticipated and it is particularly gratifying to me that practically every suggestion has been of a constructive nature.

As I see it now, in addition to obtaining an expression of opinion from the supervisors, this questionnaire will return rather large dividends as a source of material which can be used in developing especially our supervisory program.

As stated above I expect to be able to give you a rather complete analysis of the returns by April 15.

H. C. HEAL - 6300.



March 12, 1931.

MR. G. A. PENNOCK:

Sometime ago in discussing plans for a review of our employee interviewing and supervisory conference programs, it was agreed that it would be highly desirable to have an expression of opinion from our supervisory staff on both of these programs. I have, therefore, sent to each supervisor in the Operating Branch a questionnaire designed to obtain this data. I am attaching a copy of the questionnaire together with a copy of the letter of transmittal.

We are now making a detailed analysis of the replies. This work will require some time and I do not expect to be in a position to give you a complete report until the middle of April. I can, however, at this time give you a statistical analysis showing the affirmative and negative opinions received on each question. This analysis is given below:

| <u>QUESTION</u> | <u>DISTRIBUTION OF REPLIES</u> | |
|---|--------------------------------|-------------|
| | <u>% Yes</u> | <u>% No</u> |
| 1. Do you think the employee interviewing program has been worth while? | 95.6 | 4.4 |
| 2. Based upon your observations, do you think the employees under your direction consider it worth while? | 89. | 11. |

| QUESTION | DISTRIBUTION OF REPLIES | |
|---|-------------------------|-------------|
| | <u>% Yes</u> | <u>% No</u> |
| 3. Have you noticed any change in the employees attitude after being interviewed? | 80.7 | 19.3 |
| If so, was it an improvement or were they more difficult to supervise? | | |
| 80.2% say IMPROVEMENT | | |
| 19.8% say MORE DIFFICULT | | |
| 4. Do you think we should continue to interview employees? | 93.8 | 6.2 |
| If so, how often should each be interviewed: | | |
| Replies - Monthly | .7% | |
| Quarterly | 3.5% | |
| Semi Annually | 29.2% | |
| Annually | 50. % | |
| Two Years | 12.6% | |
| Three Years | 2.1% | |
| Five Years | 1.9% | |
| 5. Do you think the supervisors should also be interviewed on the same basis? | 71. | 29. |
| 6. Have the Supervisors Conferences using employees' interviews as material for discussion been more valuable than conferences using theoretical cases or principles for discussion purposes? | 77.5 | 12. 10.5 |
| Favor Combination | | |
| 7. Have you noticed any changes in attitude among the supervisors with whom you are acquainted since the beginning of the conference discussions? | 91.7 | 8.3 |
| 8. Do you think that the present series of conferences based on employees' interviews has resulted in a better and more clearly defined understanding of the supervisor's duties? | 96.5 | 3.5 |

| <u>QUESTION</u> | <u>DISTRIBUTION OF REPLIES</u> | |
|--|--------------------------------|-------------|
| | <u>% Yes</u> | <u>% No</u> |
| 9. Have the conferences helped in showing how the supervisor's duties may best be performed? | 97.5 | 2.5 |
| 10. Do you think you are a better supervisor than you would have been without attending these conferences? | 92.2 | 7.8 |

It is obvious from the foregoing figures that a very great majority of our supervisors in the Operating Branch feel that both programs have been of great value. Based upon a very rapid scanning of the questionnaires that have been returned, I have been particularly impressed by two things:

1. While practically all of the questions lend themselves to a one word answer, in a great number of cases the answer has been amplified to include reasons in support of their opinion.
2. There have been many more suggestions of a concrete nature than I anticipated and it is particularly gratifying to me that practically every suggestion has been of a constructive nature.

As I see it now, in addition to obtaining an expression of opinion from the supervisors, this questionnaire will return rather large dividends as a source of material which can be used in developing especially our supervisory program.

As stated above I expect to be able to give you a rather complete analysis of the returns by April 15.

H. C. BEAL - 6300.

~~YPL:PH~~

March 24, 1931.

MR. G. A. PENNOCK:

Since the questionnaire, soliciting Operating Branch supervisors' opinions upon the conference training and employee interviewing programs, was sent out by Mr. Beal, conference leaders and interviewers have received a number of comments from supervisors, similar to those attached, which give some indication of their attitudes toward it. These expressions of attitude, in addition to being a valuable aid in interpreting and understanding their responses to the questionnaire, have served to stimulate our thoughts with reference to the field of supervisory training and further research possibilities. I am taking this opportunity to set down some of these thoughts for your consideration.

Considering these comments from the standpoint of aiding us in interpreting responses to the questionnaire, it is significant that two general types of reaction stand out. One type is essentially a fear reaction. The individual is suspicious of the Company's motives in sending out the questionnaire. He is afraid that through some sort of trickery, his replies can be identified; consequently, either he does not answer the questionnaire at all or his answers are in accordance with what he conceives the attitude of the Company and Mr. Beal to be. It may be well to point out that while these comments do not indicate that this reaction is widespread among supervisors, they nevertheless tend to substantiate Professor Mayo's observations concerning the existence and significance of a rather vague apprehensiveness among employees. It seems that this tends to crystallize or come to a head whenever an event similar to the questionnaire is instigated by management.

Our feeling that some replies to the questionnaire were falsified as described corresponds to the impressions obtained by Mr. Howarth and the conference leaders. In their judgment, the general reaction of the supervisors is more nearly in the ratio of 75% favorable and 25% unfavorable than in that suggested by the responses to the questionnaire.

The other type of reaction is quite the opposite of that discussed. Instead of personalizing the questions, the individual tends to look at them objectively and puts forth a sincere effort to answer them constructively. It is significant that both of

MR. G. A. PENNOCK:

3.

March 24, 1931.

these reactions - the fearful, covering-up type and the open-minded, straightforward type - are encountered regularly in supervisory training conferences. Some supervisors look upon problems and employee comments from a personalized point of view, while others definitely attempt to prevent their own preoccupations and prejudices from distorting their observations. This leads directly to the second subject upon which I wished to comment - supervisory training.

Judging from the direct and indirect information resulting from the questionnaire, it seems that further work remains to be done in the development and training of supervisors and that no small part of it must aim to give the supervisor more knowledge and insight into his own personality in addition to a better understanding of the subjective elements in the employee with whom he deals. We have constantly felt that the supervisor who allows his own private prejudices to distort his outlook is greatly handicapped even though he is otherwise fully qualified, while the supervisor who views his work objectively not only has a better chance to succeed, but is also more easily trained and developed.

The further research possibilities which seem more and more necessary lie in the field of supervision. The problem of giving a person insight, a better self-understanding, in itself raises a question as to how far the conference training method can go in that direction. That it cannot proceed far without facts is certain - facts not only of people at the individual level but of supervisors themselves. One of the major claims of our interviewing work is that in addition to obtaining data pertaining to the individual's situation it performs precisely this function of providing a certain amount of self-knowledge to the person interviewed. This suggests that the logical approach to an understanding of supervisory problems is by interviewing supervisors and using this material in conferences or as seen fit.

The need for research along these lines is given added stress when we consider the implications in the responses to the questionnaire. These demonstrate that the hindering attitudes of suspicion and apprehension, the dissipation of which was accompanied by a progressive increase in production in the test room, exist at the supervisory level as well as at the individual levels. From this we might conclude that a corresponding increase in supervisory effectiveness would result if the attitudes of supervisors could be made as healthy and helpful as those of the test room operators. For the sake of clarity I wish to elaborate the logic of this conclusion even though there be some repetition.

The test room operators were lifted out of the normal work situation when they were selected for experiment. They were told that they could express themselves freely about their former situation but they were reluctant about doing so even though they were guaranteed protection from anything they might say. It took some time to break down the protective barriers they had built up but when good treatment and the absence of traditional supervision accomplished this, they began to talk freely about their former jobs, associates, and supervisors. Of these factors, supervision seemed to play the dominant role in shaping their attitudes; consequently, the importance of good supervision was stressed. Through the interviewing program we have found that the conditions of which the test room operators spoke are quite widespread at the individual level.

We now find in the expressions of supervisors relative to the questionnaire indications of the same general conditions on supervisory levels. They themselves are apprehensive and have hindering attitudes. This suggests that some general conditions exist which affect supervisors and individuals alike and that if these can be identified and dissipated as they were in the test room there will be a general and corresponding "lift" throughout the plant.

The conclusion that one of the greatest "lifts" which we could get in the industrial situation would come from the elimination of mental attitudes in the supervisor which impede his effectiveness, together with the thoughts previously expressed in this communication indicate (1) that interviewing research work is desirable at the supervisory as well as at the individual level and (2) that a conference program might thereby be better shaped to produce a better understanding by the supervisor of the subjective elements which he projects upon almost every work situation that enters into his thinking.

In the group studies started this year we expect to study supervisory problems and attitudes as closely as possible and from this we will no doubt obtain additional leads for bearing upon these problems.

M. L. TUTMAN - 8069.

COMMENTS ON QUESTIONNAIRE
SENT OUT BY MR. BEAL

Supervisor (to former interviewer): "Your old interviewing organization surely is being backed up by Mr. Beal. Did you see the questionnaire he is sending out to all supervisors of the branch?"

Foreman (in conference): "You say that all the questionnaires are not in? I imagine the Gang Bosses can't appreciate that it is their opinions that are being solicited, and because they can't write a good letter they won't send in anything at all."

Another foreman: "I believe that anyone with a decided opinion either one way or the other will get that opinion back to Mr. Beal regardless of his ability to write a letter."

Employee: "My boss got a letter from Mr. Beal the other day about the interviewing work. You know, my boss and I are close friends, and in this letter they asked what the employees thought about the interviewing program. The boss didn't want to go around and ask the fellows themselves so he had me do it on the sly so that the fellows wouldn't get suspicious or be afraid to talk."

Interviewer: "Were you able to find out much?"

Employee: "Oh, I guess most of them like it all right; in fact, they all said they did. There are some that didn't like it 100%. I guess everybody in my father's department likes it."

Supervisor: "You know this letter Beal sent to all the supervisors has the fellows I've talked to stumped."

Another supervisor: "How is that?"

Supervisor: "Some of them figure that Beal isn't so hot on this work and others say it's sure fire that he is sold on it. You know, some of these fellows don't know how to answer the questions until they know how the big boss feels."

"One thing I got from this questionnaire was a better idea of what this interviewing is all about. The questions Mr. Beal asked us to answer cleared up some of this stuff for me and I know some of the other fellows saw things that they never thought about before."

First Foreman (at close of conference last Saturday, when he saw one of the other foremen pick up a copy of Mr. Beal's questionnaire): "You'd have laughed 'till you were weak if you'd been down in my place when the questionnaires from Mr. Beal came. All around the department you could see supervisors holding their copy up to the light and turning it over and over to see if there were any marks on it. As far as I was concerned, I didn't have any doubt as to the confidential nature of the questionnaire, but for convenience' sake, I wrote my comments out in longhand and had a typist type them on plain paper. I didn't even send in the questionnaire itself."

Second Foreman (examining the questionnaire): "There doesn't seem to be any place on it for us to sign."

First Foreman (joking): "Well, you don't need to worry about that and if you do, why you can have it typewritten like I did."

Ex-Conference Leader: "Some of the supervisors I know are puzzled about question number six on the questionnaire. They don't know whether that means to compare the conferences on employee interview material with the job subjects being conducted by the Personnel Organization or with the old conferences we used to have several years ago on "morale," "turnover," and stuff like that."

Conference Leader: "As I understand it, that question was not at all concerned with the job subjects now being conducted by the Personnel Organization and had to do with the earlier type conferences. The meetings being conducted by the Operating Personnel have hardly been going long enough to give a fair basis of judgment in comparing them with conferences on employee interview material which have been going on for almost two years."

Ex-Conference Leader: "Well, I know that some of the fellows who sent in their questionnaires had the other idea about it and compared the two types of conferences now being conducted."

A woman interviewer was talking to a woman who had formerly been an interviewer and is now a supervisor.

Supervisor: "I sent my questionnaire in to Mr. Beal today."

Interviewer: "You didn't lose any time, did you?"

S: "No, I knew what I wanted to say, so I thought I'd do it right away before I forgot to send it in or before something happened to the paper. You know how it is. A paper like that is always

the one that gets in the wastebasket or falls into the dirt on the bench. I had to laugh at my boss though."

I: "Why?"

S: "Well, he looked at his questionnaire upside down and inside out. He really needed a microscope. He tried so hard to find out if there wasn't any mark of identification on it."

I: "What sort of a mark of identification was he looking for?"

S: "Well, he says that they never ask questions around here when they want a written answer; that they don't expect to use the information for or against the person who turns it in. He told me he was sure they had some way of checking up who answered the questionnaire and who didn't and what those said that did answer. He even asked me what I said about the conferences.

"I told him that he went to one kind of conference and I went to another, so that I couldn't see how they could be compared between us. I don't believe he ever will send that questionnaire in. He's so afraid that he will be identified by it."

I: "Well, what is he afraid of?"

S: "Well, that's more than I can tell you, but he's so skeptical about anything that the supervisor asks him; he's so afraid he's going to get in 'dutch' and lose his job or be demoted, that he is very careful about everything."

A woman interviewer was talking to two men group chiefs in the same department.

Supervisor No. 1: "Do you have to answer one of those questionnaires for Mr. Beal?"

Interviewer: "No, he did not send me one. I'm not in the Operating Branch. I suppose that's the reason."

Sup. No. 1: "Well, I haven't answered mine yet. That is, I have answered it, but I haven't sent it in."

I: "When are you going to send it in?"

Sup. No. 1: "I'm going to send it in today before I go to the conference. They may ask us there whether or not we have sent them, and I want to be sure to have mine in."

Sup. No. 2: "I wish I had mine here. I took it home to think it over on Sunday when I had lots of time and I answered it all right, but I forgot to bring it back with me today."

Sup. No. 1: "Well, you can send it in tomorrow; that will be time enough. (To interviewer) Well, when I send my questionnaire in today it won't spoil your job."

I: "What do you mean - 'it won't spoil your job?'"

Sup. No. 1: "Well, in the questionnaire it asked me what I thought of interviewing and I told them I thought interviewing was all right. I didn't want to have you lose your job."

I: "Well, that was nice of you, but at the same time I wouldn't want to have you lie on my account."

Sup. No. 2: "Oh, he didn't mean that. He thinks interviewing is all right and so do I."

Sup. No. 1: "Yes, I think it is a good thing - no joking. I think it helps some of these operators when they have something on their minds to get it off their chests. I know that they don't talk to you about work all the time. Lots of things that they have on their minds they can't be bothered telling us about. It's only stuff that girls are interested in. It helps anybody to have someone listen to his troubles. You know, sitting there at the bench all day without anybody much to talk to, they have too much time to think about themselves. I think interviewing is a good thing and I said so on the questionnaire too."

Sup. No. 2: "I answered my questionnaire the best way I could. I wanted to be sure that I got things right in it. You know, they have so many handwriting experts around here that one can't be sure that it's confidential. Not that I said anything in it that I would be ashamed to face Mr. Beal with, but at the same time, a fellow has to play safe around here. It would be very easy to have the handwriting on these questionnaires checked up, even if they do send out a lot of them."

An interviewer met a supervisor outside of the Works.

Supervisor: "All the fellows (meaning section chiefs and group chiefs) got a questionnaire to fill out."

Interviewer: "Didn't you get one?"

S: "No, only the fellows attending the conference meetings; but XX, section chief, let me read his after he had it filled out. He said it was just like interviewing them, and I noticed one of the questions was about the supervisors being interviewed the same as the employees."

I: "What do you think about that?"

S: "I think it's a darn good idea. We'd all like to get a chance to explode once in a while. I'll tell you the truth, the girls don't mind being interviewed now. They look at it altogether different than when they first started the interviewing. We have [redacted] interviewing girls in our section and they like her real well, but when they had that other girl up there, who used to write the interviews down in shorthand, why, the girls didn't like her at all. They called her all kinds of names, and some of them didn't want to go in there, and then when she would get anybody in there like that, she would notice that they didn't talk and she'd try to take notes holding her hands down at her side. The girls were on to her, though."

I: "You did attend the conference meetings at one time, didn't you?"

S: "Yes, but since we have [redacted] for our General Foreman, he doesn't believe in that. I guess he hates the women."

Ex-Conference Leader: "Did you fellows have anything to do with this questionnaire that Mr. Beal sent out to all the Operating Branch supervisors?"

Conference Leader: "We didn't have anything to do with it directly. The idea came from Mr. Beal, but we knew that it was going to be sent out. What reactions have you noticed among the other supervisors?"

Ex-Conference Leader: "Oh, I think most of them will answer it all right, but I think a lot of them will answer it the way the Company wants them to answer it and not the way that they really think."

Conference Leader: "But how can they tell what he wants? The copy of the questions that I saw and the letter they sent with it didn't give any indications as to what kind of answers were expected."

Ex-Conference Leader: "No, that's true enough, but you know that when the Company spends as much time and expense as they have on the interviewing and conference business, they think it is all right, and I think most of the supervisors are going to be smart enough to see that."

Conference Leader: "Well, if they do that it will defeat the very purpose of the whole business, because I'm sure Mr. Beal wants to get a frank and free statement about the whole business."

Ex-Conference Leader: "Well, from what I know of the whole program, I think that's true, but I don't know whether the other supervisors will take it that way or not. I've put quite a little time in on answering mine because I've got some ideas that I think ought to be incorporated in the whole plan, and I want to be sure that at least somebody mentions them. They are ideas that I've heard other supervisors talk about so I know that what I write expresses more than my own opinion."

Conference Leader: "Well, it surely will be interesting to see just what kind of answers come back from it."

Last Monday we met with fourteen Operating Branch conference groups, totalling approximately four hundred supervisors, and in several groups as many as three or four supervisors said they had not received the questionnaire sent out by Mr. Beal.

A few supervisors said that in answering the question, "From your observations, how do your people feel about the Interviewing Program?", they had picked out an employee whom they knew rated pretty well in the group and asked this employee to feel out the other members in the gang and find out what their real attitude was toward the Interviewing Program.

Supervisor: "I see they sent a questionnaire around to all the supervisors in the Operating Branch. They want to find out how the interviewing program is going. As far as I know, all the supervisors said it was O.K. That is going to give you fellows a job for quite a while in the future. They had one question on there about 'Should supervisors be interviewed?' I certainly think they ought to be interviewed. What's good for the employees ought to be good for the supervisors. I know if they ever put that through, I'm going to talk right out just like any individual. I've got a lot of stuff on my mind that I'd like to get rid of about our Assistant Foreman."

"C. was telling me the other day that he was getting more hard luck stories from the men than he ever got in his life before. He said he thought it was on account of this day off business. I turned to him and said, 'Now you're just beginning to realize what good supervision is, when you get the men to confiding in

you like that, then you're beginning to do a good job as a supervisor.' Some of these fellows might carry a grudge for ten or twelve years. When they're interviewed they get all that off of their mind. Believe me, I am going to have some story when they start interviewing supervisors. I've been working four days a week and that hits me pretty hard, too."

March 7, 1932.

W.P.
MR. F. J. ROETHLISBERGER,
Morgan Hall,
Harvard University,
Cambridge, Massachusetts.

Dear Fritz:

Under separate cover we are sending you a folder of data concerning the Research Group in Supervisory Training Methods that was held last fall.

The folder contains, (1) a letter to Mr. Pennock stating our evaluation of and present thinking about this material; (2) a story summarizing the organization and results of this group; (3) an outline of meeting sequence and logic of this sequence; and, (4) a set of the papers and discussion outlines to be used in its presentation.

Particularly in the "Experimental Attitude" paper, and to a lesser extent in the others you wrote, we made alterations in the terminology and illustrations in order to fit the material to the average reader's experiences. I sincerely hope that in these alterations we have not unduly distorted the meaning you intended to convey. If we have done so, it is the result of our misunderstanding and not any slightest disagreement or disapproval of the ideas themselves.

As you have time to look it over, I hope you will freely "red pencil" any parts which you think are out of order, and also that you will let us know where additions and improvements can be made.

The letters and write-ups in the folder will, I think, give you a rather complete picture of the whole Supervisory Training Research Project. If, however, there are any questions - you will, of course, send them to us.

How goes that family of yours by now? (Your interviewing experience will indicate that part of my reason for asking that question is to tell you about mine! That's the difficulty in writing to an interviewer! Anyway, here goes -) [redacted] is coming along famously - he weighs almost 10½ pounds and the only time he cries is when he is hungry, and that last statement isn't a

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bid for the Ananias Club, either.

We will be looking forward to hearing from you, so please write soon and give us your ideas about the course, as well as word as to how the world is treating you.

Sincerely yours,

M. M. Howarth

CHIEF OF SUPERVISORY TRAINING DEPARTMENT.

MAH-6088-2-FH