

OUTLINE  
PROCEDURE FOR SETTING UP EXPERIMENT IN  
"PERSONNEL WORK"

5/22

(COPY)

OUTLINE OF PROCEDURE FOR SETTING UP EXPERIMENT  
IN "PERSONNEL WORK"

It is important to give careful consideration to the initial steps in the experiment as the method of introducing any new scheme can serve to prevent unnecessary resistances being set up. The following outlines the steps for getting started and suggests the action which seems most appropriate. There are three general questions to consider:

1. How shall the plan be presented to supervisors?
2. How shall the plan be presented to employees?
3. What procedure shall the "Personnel Man" follow?

1. How Shall the Plan Be Presented to Supervisors?

1.1 It is suggested that the general foreman and foremen be given full details of the plan as soon as possible by the Operating superintendent. Following this, these men should go over the plan with the assistant foremen of those sub-departments to be included in the study. If desired, members of the Industrial Relations Branch could be available to answer questions and provide background information. It is thought that the section and group chiefs should be told about the experiment in the next regular meeting of supervisors in the division reporting to Mr. Raab (following the joint committee meeting). While this would include some supervisors not directly affected, use of the regular conference set-up would have the advantage of not placing too much importance on the study, as it could be explained as just one item among others. Members of the Industrial Relations Branch should attend the meeting and answer questions when called upon, but the bulk of responsibility for the explanation should be carried by the general foreman.

1.2 The explanation for the section and group chiefs should include the following thoughts:

1.21 A short history of the development of the idea, which could be given about as follows: "As you know, the Company has always tried to be a leader in the field of personnel relations. We have thrift counsellors to help employees with their financial problems;

financial relief is obtainable through Company loans, Credit Union and Building and Loan Association. We have the sick benefit plan; the hospital, doctors and nurses to help employees safeguard their health and minimize the effect of illness and accidents. We have insurance counsellors and the death benefit to help employees feel secure about the future of their families; we have the pension plan to make them feel secure about their own future. We also have the employee representation plan to afford employees opportunities to have problems arising in connection with the business given careful consideration and thorough investigation.

"A short time ago our executives were discussing the matter of employee relations and there appeared to be a division of opinion as to whether we have what might be considered a well rounded program of employee relations activities; whether or not all of our present services are worth while and whether it would be advisable to adopt additional ones. A plan of having a 'Personnel Man' assigned to each group of departments to study and coordinate our present plans was outlined and discussed in Mr. Rice's office, and Mr. Rice in his characteristic way asked why it would not be a good idea to try it out in a small way rather than to continue discussing it. In this way the advantages and disadvantages could be determined through actual experience and we would then know whether it was a plan which should be instituted throughout the Works."

1.22 Discussion of the plan might run as follows:

"Briefly, the plan is to assign a 'Personnel Man' to a definite group of people so that he can function for the whole group as a counsellor.

*assumed* 1.23 "He will report to the Industrial Relations Branch and therefore will not assume any of the duties or responsibilities that are now being handled by the supervisors. He should be considered as a specialist in the human relations field, free to devote his entire time to study of employee problems. It is therefore thought that in addition to the objectives already stated, he may be a distinct help to supervisors in counselling them with regard to the human aspects of their supervisory jobs. It is hoped that the supervisors will feel free to discuss their problems with him. In this connection it should be understood that the 'Personnel Man' will be extremely careful not to divulge information of a personal nature that he gets through his contacts with the employees and supervisors which will embarrass them in any way.

- 1.24 "Inasmuch as this is a trial, all of the details are not as yet worked out. There will be many things to work out as we go along. The 'Personnel Man' will need the supervisors' cooperation, and I think it is our duty to point out to him any comments or criticisms we have as we go along as it is quite possible that he will get off on the wrong foot occasionally.
- 1.25 "The following sub-departments have been selected for the experiment: 6313; 6316; 6342; 6358; 6374. There are two important reasons for this selection:
- (a) The occupations included in these sub-departments present a fair cross-section of the work handled by the Operating Branch, and
  - (b) The number of employees in these sub-departments constitute about the number that it is thought should be included in the study."

(It should also be pointed out to the supervisors that the selection of these sub-departments does not mean that the "Personnel Man" is going to conduct the study of earnings in the Switchboard Ironwork Sub-Department which Mr. Rice indicated would be made, in the last Ranking Joint Committee meeting. That study will necessarily include a detailed study of individual earnings. It may be, of course, that the "Personnel Man" may be able to throw some light on this general problem; and in the interest of both employees and the Company, this should be made available. But the important thing is that this is not his essential objective).

- 1.26 "The 'Personnel Man' will obviously take some of the employees' time in his talks with them. It is planned that the employees will be paid average earnings for this time on an "A" order. As a matter of control, it seems best that these time tickets should be originated by the 'Personnel Man' who will give them to the supervisor. In that way we will be assured that the time credited was actually devoted to this work.
- 1.27 "It is expected the group chiefs will pass word of the plan around among employees. This is explained more fully in the following section."
- 1.28 At this point the "Personnel Man" should be introduced to the group of supervisors. In introducing him, it would be well to stress the fact that he was formerly a wireman in the Operating Branch and therefore should be able to understand the employees' point of view.

- 1.29 Following this, the meeting should be opened for questions so that in so far as possible any misunderstandings could be cleared up.

(It should be in order also that some time after this meeting and probably periodically throughout the course of the experiment, opportunity be given to the supervisors to voice their criticisms of this plan. In this way, any emotional disturbance could be dissipated which would be an important element in securing cooperation. Therefore, it is suggested that at the subsequent regular meetings of the supervisors, an opportunity for discussing the plan be given).

2. How Shall the Plan be Presented to Employees?

- 2.1 One major thought to remember in presenting the plan to employees is that it should not be given too much emphasis, as something of "utmost importance", etc. For that reason an informal presentation to employees is thought to be more desirable than a formal talk to them in groups.
- 2.2 At the same time, group chiefs should pass the word along casually that the Company is trying out a new way of doing personnel work, that there will be a "Personnel Man" appointed for the department who is making a study of all our employee relations set-ups, and that he will probably be around pretty soon to talk with the employees. They should also make it plain that the "Personnel Man" will not be reporting to the Operating Branch. Supervisors should explain that employees will be paid average earnings for the time used in talking with the "Personnel Man".
- 2.3 The "Personnel Man", himself, must be depended upon to make his own way with the employees and answer their questions regarding the set-up.

3. What Procedure Shall the "Personnel Man" Follow?

- 3.1 He will first get acquainted with the supervisors. It is hoped that his conversations with them will give him leads regarding the problems that they consider important.
- 3.2 He will then attempt to get a general idea of the jobs handled by each group so that he will be in a position to understand the things employees will talk about.
- 3.3 He will then begin talking with employees and will make it a point to contact the employee representatives among the first group contacted. In his first contact, he will attempt to develop the feeling that he is available to any employees whenever they have a problem to discuss with him. His

explanation of the study will of course vary with different individuals, depending upon his estimate of the need in any given case. He will, however, make it a point to explain that he is a member of the Industrial Relations Branch and not a member of the employees' organization in any way. He will further point out that the Company is trying out another plan in an effort to develop the most beneficial kind of a system for handling its employee relations. This is just another step, among others, that had been taken in previous years.

- 3.4 The "Personnel Man" will also want to study records of individual output, absenteeism, accident, sickness, etc. in an effort to identify symptoms of human problems.
- 3.5 During the experimental stage, the "Personnel Man" will take complete notes of all of his interviews. These will include a record of his own thoughts with regard to his study. These will be used as a guide in the development of the project and as training material for other "Personnel Men" if it should be decided to extend the experiment.

HAW-ACM-6086-LT-(AP)

2-3-36

*File Revised*

OUTLINE OF PROCEDURE FOR GETTING UP EXPERIMENT  
IN "PERSONNEL WORK"

It is important to give careful consideration to the initial steps in the experiment as the method of introducing any new scheme can serve to prevent unnecessary resistances being set up. The following outlines the steps for getting started and suggests the action which seems most appropriate. There are three general questions to consider:

1. How shall the plan be presented to supervisors?
2. How shall the plan be presented to employees?
3. What procedure shall the "Personnel Men" follow?

1. How Shall the Plan Be Presented to Supervisors?

1.1 It is suggested that the general foreman and foremen be given full details of the plan as soon as possible. Following this, these men should go over the plan with the assistant foremen of those sub-departments to be included in the study. If desired, members of the Industrial Relations Branch could be available to answer questions and provide background information. It is thought that the section and group chiefs should be told about the experiment in the next regular meeting of supervisors in the division reporting to Mr. Nash (following the joint committee meeting). While this would include some supervisors not directly affected, use of the regular conference set-up would have the advantage of not placing too much importance on the study, as it could be explained as just one item among others. Members of the Industrial Relations Branch should attend the meeting and answer questions when called upon, but the bulk of responsibility for the explanation should be carried by the general foreman.

1.2 The explanation to the section and group chiefs should include the following thoughts:

1.21 A short history of the development of the idea which could be given about as follows:

A short time ago some of the executives in the Company were discussing some of our past experiences in employee

1.2 The explanation for the section and group chiefs should include the following thoughts:

1.21 A short history of the development of the idea, which could be given about as follows: "As you know, the Company has always tried to be a leader in the field of personnel relations. We have thrift counsellors to help employees with their financial problems; financial relief is obtainable through company loans, Credit Union and Building and Loan Association. We have the sick benefit plan; the hospital, doctors and nurses to help employees safeguard their health and minimize the effect of illness and accidents. We have insurance counsellors and the death benefit to help employees feel secure about the future of their families; we have the pension plan to make them feel secure about their own future. We also have the employee representation plan to afford employees opportunities to have problems arising in connection with the business given careful consideration and thorough investigation."

A short time ago our executives were discussing the matter of employee relations and there appeared to be a division of opinion as to whether we have what might be considered a well rounded program of employee relations activities; whether or not all of our present services are worth while and whether it would be advisable to adopt additional ones. A plan of having a personnel man assigned to each group of departments was outlined and discussed in Mr. Rice's office, and Mr. Rice in his characteristic way asked why it would not be a good idea to try it out in a small way rather than to continue discussing it. In this way the advantages and disadvantages could be determined through actual experience and we would then know whether it was a plan which should be instituted throughout the works.

*to study & evaluate present plans*

relations studies. As you know, the Company has always tried to be a leader in the field of personnel relations. A few years ago we had an employee interviewing program which you all remember. We now have an Employee Representation Plan, and it is quite obvious that we still do not have what might be called an ideal system which might be considered a well-rounded program of employee relations activities. Without going into detail, the general conclusion of the discussion mentioned a minute ago was that we ought to try out a new plan based on the knowledge we had gained in our previous experience. A general plan was outlined and later discussed in Mr. Rice's office. After the plan had been fully explained, Mr. Rice in his characteristic way asked why it wouldn't be a good idea to try it out in a small way rather than to continue discussing it. In this way the advantages and disadvantages could be determined through actual experience; then we would know whether it was a plan which should be instituted throughout the Works."

1.22 Discussion of the plan might run as follows:

"Briefly, the plan is to assign a 'Personnel Man' to a definite group of people so that he can function for the whole group as a counsellor, skilled in understanding human situations. X

- 1.23 "He will report to the Industrial Relations Branch and therefore will not assume any of the duties or responsibilities that are now being handled by the supervisors. He should be considered as a specialist in the human relations field, free to devote his entire time to study of employee problems. It is therefore thought that <sup>in addition to</sup> with a knowledge and background, he should be a distinct help to supervisors in counselling them with regard to the human aspects of their supervisory jobs; <sup>and it is</sup> hoped that the supervisors will feel free to discuss their problems with him. In this connection it should be understood that the 'Personnel Man' will be extremely careful not to divulge information of a personal nature that he gets through his contacts with the employees and supervisors which will embarrass them in any way.

- 1.24 "Inasmuch as this is a trial, all of the details are not as yet worked out. There will be many things to work out as we go along. The 'Personnel Man' will need the supervisors' cooperation, and I think it is our duty to point out to him any comments or criticisms we have as we go along as it is quite possible that he will get off on the wrong foot occasionally.

*To get from employees  
to have a  
what they  
are*

*in addition to  
the objectives  
already  
stated*

1.25 "The following sub-departments have been selected for the experiment: 8315; 8316; 8342; 8358; 8374. There are two important reasons for this selection:

- (a) The occupations included in these sub-departments present a fair cross-section of the work handled by the Operating Branch, and
- (b) The number of employees in these sub-departments constitute about the number that it is thought should be included in the study."

(It should also be pointed out to the supervisors that the selection of these sub-departments does not mean that the "Personnel Man" is going to conduct the study of earnings in the Switchboard Ironwork Sub-Department which Mr. Rice indicated would be made, in the last Banking Joint Committee meeting. That study will necessarily include a detailed study of individual earnings. It may be, of course, that the "Personnel Man" may be able to throw some light on this general problem; and in the interest of both employees and the Company, this should be made available. But the important thing is that that is not his essential objective).

1.26 "The 'Personnel Man' will obviously take some of the employees' time in his talks with them. It is planned that the employees will be paid average earnings for this time on an "A" order. As a matter of control, it seems best that these time tickets should be originated by the 'Personnel Man' who will give them to the supervisor. In that way we will be assured that the time credited was actually devoted to this work.

1.27 "It is expected the group chiefs will pass word of the plan around among employees. This is explained more fully in the following section."

1.28 At this point the "Personnel Man" should be introduced to the group of supervisors. In introducing him, it would be well to stress the fact that he was formerly a wireman in the Operating Branch and therefore should be able to understand the employees' point of view.

1.29 Following this, the meeting should be opened for questions so that in so far as possible any misunderstandings could be cleared up.

(It should be in order also that some time after this meeting and probably periodically throughout the course of the experiment, opportunity be given to the supervisors to voice their criticisms of this plan. In this way, any emotional disturbance could be dissipated which would be an important element in securing cooperation. Therefore,

it is suggested that at the subsequent regular meetings of the supervisors, an opportunity for discussing the plan be given).

## 2. How Shall the Plan Be Presented to Employees?

2.1 One major thought to remember in presenting the plan to employees is that it should not be given too much emphasis, as something of "utmost importance", etc. For that reason an informal presentation to employees is thought to be more desirable than a formal talk to them in groups.

2.2 At the same time, group chiefs should pass the word along casually that the Company is trying out a new way of doing personnel work, that there will be a "Personnel Man" appointed for the department ~~and that~~ he will probably be around pretty soon to talk with the employees. They should also make it plain that the "Personnel Man" will not be reporting to the Operating Branch, but will be from the Industrial Relations Branch. Supervisors should explain that employees ~~may~~ ~~the "Personnel Man" at any time~~ and that they will be paid average earnings for the time used in talking with him.

2.3 The "Personnel Man", himself, must be depended upon to make his own way with the employees and answer their questions regarding the set-up.

## 3. What Procedure Shall the "Personnel Man" Follow?

3.1 He will first get acquainted with the supervisors. It is hoped that his conversations with them will give him leads regarding the problems that they consider important.

3.2 He will then attempt to get a general idea of the jobs handled by each group so that he will be in a position to understand the things employees will talk about.

3.3 He will then begin talking with employees and will make it a point to contact the employee representatives among the first group contacted. In his first contact, he will attempt to develop the feeling that he is available to any employees whenever they have a problem to discuss with him. His explanation of the study will of course vary with different individuals, depending upon his estimate of the need in any given case. He will, however, make it a point to explain that he is a member of the Industrial Relations Branch and not a member of the employees' organization in any way. He will further point out that the Company is trying out another plan in an effort to develop the most beneficial kind of a system for handling its employee relations. This is just another step, among others, that had been taken in previous years.

*who is making a study of all our employee relations set-ups*  
*X connecting Industrial Relations with Personnel Man*

5.

3.4 The "Personnel Man" will also want to study records of individual output, absenteeism, accident, sickness, etc. in an effort to identify symptoms of human problems.

3.5 During the experimental stage, the "Personnel Man" will take complete notes of all of his interviews. These will include a record of his own thoughts with regard to his study. These will be used as a guide in the development of the project and as training material for other "Personnel Men" if it should be decided to extend the experiment.

HAN-ADM-6086-LT

*with*

OUTLINE OF PROCEEDING FOR GETTING THE PLAN STARTED  
IN PERSONNEL DEPT.

*Start Here*

It is important <sup>that</sup> to ~~give~~ careful consideration <sup>be given</sup> to the initial steps in the experiment as the method of introducing any new scheme can serve to prevent unnecessary resistances being set up. The following outlines the steps for getting started and suggests the action which seems most appropriate. There are three general questions to consider:

1. How shall the plan be presented to supervisors?
2. How shall the plan be presented to employees?
3. What procedure shall the Personnel Dept. follow?

1. How Shall the Plan Be Presented to Supervisors?

1.1 It is suggested that the general foreman and foremen be given full details of the plan as soon as possible by the operating Superintendent. Following this, these men should go over the plan with the assistant foremen of those sub-departments to be included in the study. ~~If desired, members of the Industrial Relations Branch could be available to answer questions and provide background information.~~ It is thought that the section and group chiefs should be told about the experiment in the next regular meeting of supervisors in the division reporting to ~~Mr. [Name]~~ (following the ~~joint committee meeting~~). While this would include some supervisors not directly affected, use of the regular conference set-up would have the advantage of not placing too much importance on the study, as it could be explained as just one item among others. Members of the Industrial Relations Branch should attend the meeting and answer questions when called upon, but the bulk of responsibility for the explanation should be carried by the general foreman.

*(Department Chief)*

1.2 The explanation for the section and group chiefs should include the following thoughts:

1.21 A short history of the development of the idea, which could be given about as follows: "As you know, the Company has always tried to be a leader in the field of personnel relations. We have thrift counselors to help employees with their financial problems;

financial relief is obtainable through company loans, the Credit Union and Building and Loan Association. We have the sick benefit plan; the hospital, doctors and nurses to help employees safeguard their health and minimize the effect of illness and accidents. We have insurance counselors and the death benefit to help employees feel secure about the future of their families; we have the pension plan to make them feel secure about their own future. We also have the employee representation plan to afford employees opportunities to have problems arising in connection with the business given careful consideration and thorough investigation.

"A short time ago our executives were discussing the matter of employee relations and there appeared to be a division of opinion as to whether we have what might be considered a well rounded program of employee relations activities; whether or not all of our present services are worth while and whether it would be advisable to adopt additional ones. A plan of having a 'Personnel Man' assigned to each group of departments to study and coordinate our present plans was outlined and discussed in Mr. ~~Rice's~~ office, and Mr. ~~Rice~~ in his characteristic way asked why it would not be a good idea to try it out in a small way rather than to continue discussing it. In this way the advantages and disadvantages could be determined through actual experience and we would then know whether it was a plan which should be instituted throughout the works."

Mr. —'s office (Executive Manager)

1.22 Discussion of the plan might run as follows:

"Briefly, the plan is to assign a 'Personnel Man' to a definite group of people so that he can function for the whole group as a counselor.

1.23 "We will report to the Industrial Relations Branch and therefore will not assume any of the duties or responsibilities that are now being handled by the supervisors. He should be considered as a specialist in the human relations field, free to devote his entire time to study of employee problems. It is therefore thought that in addition to the objectives already stated, he may be a distinct help to supervisors in counseling them with regard to the human aspects of their supervisory jobs. It is hoped that the supervisors will feel free to discuss their problems with him. In this connection it should be understood that the 'Personnel Man' will be extremely careful not to divulge information of a personal nature that he gets through his contacts with the employees and supervisors which will embarrass them in any way.

1.24 "Inasmuch as this is a trial, all of the details are not as yet worked out. There will be many things to work out as we go along. The 'Personnel Man' will need the supervisors' cooperation, and I think it is our duty to point out to him any comments or criticisms we have as we go along as it is quite possible that he will get off on the wrong foot occasionally.

1.25 "The following sub-departments have been selected for the experiment: 6313; 6318; 6342; 6351; 6374. There are two important reasons for this selection:

- (a) The occupations included in these sub-departments present a fair cross-section of the work handled by the Operating Branch, and
- (b) The number of employees in these sub-departments constitute about the number that it is thought should be included in the study."

(It should also be pointed out to the supervisors that the selection of these sub-departments does not mean that the "Personnel Man" is going to conduct the study of earnings in the Switchboard Ironwork Sub-Department which Mr. Rice indicated would be made, in the last Banking Joint Committee meeting. That study will necessarily include a detailed study of individual earnings. I may be, of course, that the "Personnel Man" may be able to throw some light on this general problem; and in the interest of both employees and the Company, this should be made available. But the important thing is that this is not his essential objective).

Mr. \_\_\_\_\_ (Works Manager)

1.26 "The 'Personnel Man' will obviously take some of the employees' time in his talks with them. It is planned that the employees will be paid average earnings for this time, ~~on an "as" order~~. As a matter of control, it seems best that these time tickets should be originated by the 'Personnel Man' who will give them to the supervisor. In that way we will be assured that the time credited was actually devoted to this work.

1.27 "It is expected <sup>that</sup> the group chiefs will pass word of the plan around among employees. This is explained more fully in the following section."

1.28 At this point the "Personnel Man" should be introduced to the group of supervisors. In introducing him, it would be well to stress the fact that he was formerly a wireman in the Operating Branch and therefore should be able to understand the employees' point of view.

- 1.29 Following this, the meeting should be opened for questions so that in so far as possible any misunderstandings could be cleared up.

(It should be in order also that some time after this meeting and probably periodically throughout the course of the experiment, opportunity be given to the supervisors to voice their criticisms of this plan. In this way, any emotional disturbance could be dissipated which would be an important element in securing cooperation. Therefore, it is suggested that at the subsequent regular meetings of the supervisors, an opportunity for discussing the plan be given).

2. How Shall the Plan be Presented to Employees:

- 2.1 One major thought to remember in presenting the plan to employees is that it should not be given too much emphasis, as something of "utmost importance", etc. For that reason an informal presentation to employees is thought to be more desirable than a formal talk to them in groups.
- 2.2 At the same time, group chiefs should pass the word along casually that the Company is trying out a new way of doing personnel work, that there will be a "Personnel Man" appointed for the department who is making a study of all our employee relations set-ups, and that he will probably be around pretty soon to talk with the employees. They should also make it plain that the "Personnel Man" will not be reporting to the Operating Branch. Supervisors should explain that employees will be paid average earnings for the time used in talking with the "Personnel Man".
- 2.3 The "Personnel Man", himself, must be depended upon to make his own way with the employees and answer their questions regarding the set-up.

3. What Procedure Shall the "Personnel Man" Follow

- 3.1 He will first get acquainted with the supervisors. It is hoped that his conversations with them will give him leads regarding the problems that they consider important.
- 3.2 He will then attempt to get a general idea of the jobs handled by each group so that he will be in a position to understand the things employees will talk about.
- 3.3 He will then begin talking with employees and will make it a point to contact the employee representatives among the first group contacted. In his first contact, he will attempt to develop the feeling that he is available to any employees whenever they have a problem to discuss with him. His

explanation of the study will of course vary with different individuals, depending upon his estimate of the need in any given case. He will, however, make it a point to explain that he is a member of the Industrial Relations Branch and not a member of the employees' organization in any way. He will further point out that the Company is trying out another plan in an effort to develop the most beneficial kind of a system for handling its employee relations. This is just another step, among others, that had been taken in previous years.

- 3.2 The "Personnel Man" will also want to study records of individual output, absenteeism, accident, sickness, etc. in an effort to identify symptoms of human problems.
- 3.3 During the experimental stage, the "Personnel Man" will take complete notes of all of his interviews. These will include a record of his own thoughts with regard to his study. These will be used as a guide in the development of the project and as training material for other "Personnel Men" if it should be decided to extend the experiment. //

WAC-1001-6086-LT-(AP)

2-3-36