

F13.	Optimistic	Pessimistic.
F14.	Personality, bearing and address.	
F15.	Neatness	Slovenliness.
F16.	Temperance	Dissipation.
F17.	Personal economy	Personal extravagance.

J. SPECIFIC JOB REQUIREMENTS

INSTRUCTORS (functional foremen) IN PRODUCTION DEPARTMENT

- J 1. Attentiveness of workers to tasks, freedom from loafing and unnecessary absence from work stations.
- J 2. Promptness of workers in starting work mornings, noons and after recesses, and not stopping or washing up before bell at quitting time.
- J 3. Promptness and accuracy of employees in following instructions.
- J 4. Rapidity of workers.
- J 5. Percentage of Premium or Bonus earned in department to total time on premium jobs.
- J 6. Percentage of inspection rejections.
- J 7. Percentage of Re-work and Salvage of faulty work.
- J 8. Percentage of Scrap or entirely spoiled work.
- J 9. Promptness in remedying trouble per inspectors' reports of rejections.
- J10. Promptness and persistence in advising Despatcher of assignment of workers to jobs for which they are not fitted.
- J11. Percentage of time lost waiting for tools or set-up.
- J12. Promptness in setting up of jobs after Despatcher posts them on Planning Board as ready, and in actually starting the workers after Despatcher assigns jobs.
- J13. Promptness in returning dull tools to tool room for replacement.
- J14. Condition of tools permanently charged out.
- J15. Promptness in reporting breakdowns or repairs needed.
- J16. Promptness and thoroughness in getting replacements from storeroom for defective parts received at assemblies.
- J17. Freedom from missing parts and parts left on floor, aisles, machines or benches.
- J18. Proper handling and care of work at operations in orderly shape and with tags properly attached.
- J19. Seeing that all workers properly display their Job Cards in clips at machines and that they correspond to the jobs they are actually working on.
- J20. Employees' care and economy of company property.
- J21. Low percentage of overhead material.
- J22. Low percentage of overhead labor.
- J23. Low percentage of workers' tardiness.
- J24. Low percentage of absentees.
- J25. Freedom from accidents.
- J26. Freedom from fire risks.
- J27. Maintenance and use of safety devices.
- J28. Employees' suggestions for improvements.

Mechanism for Functioning

Nearly everyone has for years, of course, been used to the practice of issuing written inter-department communications, these frequently having printed headings, "Avoid Verbal Orders," "Verbal Orders Don't Go," etc. These inter-department memoranda are now made to cover all matters in the inter-relations of all activities of the business, and are not merely used for orders. It is essential for each person included in this plan invariably to make out one of these memoranda for every instance of neglect, errors, violations of rules, discipline, etc., which may come under his supervision or observation, in addition to use for

all instructions and for suggestions of themselves or the workers.

These inter-department memoranda are issued in triplicating pads with carbon sheets attached, and of a size to conveniently fit the pocket. One copy is given to the party affected and one retained by the party issuing and signing, and one sent to the office of the Rating Committee, where they are filed under the name of the party addressed, pending review by the Rating Committee later for establishing the ratings.

While the issuing of these inter-department memoranda can be restricted to a few of the higher executives, I have found it much better to provide

for their being issued by all the sub-executives who come under the rating, as well as by the Rating Committee and the higher executives, being used by each primarily in connection with the salaried functions, activities and individuals coming under their own supervision or responsibility. However, we want everyone, whether sub-executive or worker, to feel that, if he sees things going apparently wrong or wastefully even outside of his regular sphere, he has a privilege of calling the attention of the *proper party* to it so that it may be remedied. The time is long past when we feel that the worker should offer no suggestions. When the attitudes of our men are right (as they must be to be listened to) we are not afraid to have their observations expressed, and they should always have an avenue for this helpful expression.

In practice there is little tendency of trying to "get" the other fellow or of favoring a friend by overlooking some error, as any tendency toward these negative qualities is penalized very heavily, while freedom from them is rewarded. There is also developed a marked sense of fairness in the individual opinion of the "other fellow's" actions and intentions, which benefits the business as a whole. Yet each man feels that it is *his* business, and anything which is interfering with its conduct or profit, is going to be of enough importance for him to send through a memorandum on it. Everything is open and above board. No whispering informers are tolerated. If anything justifies tipping off the boss (as is frequently done in the absence of these rating memos) it warrants being first put straight to the man himself in black and white, with the confident expectation that when the matter has been called to his attention he will take care of it promptly and well, avoiding, so far as possible, similar situations in the future.

Each one sending a memorandum knows that the person receiving it will have a chance to explain the situation, and he is consequently fair in any possible criticism. The party receiving it might, under other circumstances, feel that he should have had the matter quietly called to his attention verbally without the written memorandum, which will be seen by the Rating Committee and possibly the "boss," but each one realizes in the first place (having been sold on the plan) the benefit to the business of each man standing on his own performance, and without the memoranda being sent through for this and all other similar matters, the basis for fair ratings throughout would be completely dissipated.

There are certain jobs, performed by either salaried or hourly rated men, where the bonus ratings are determined daily for the routine requirements of the jobs, independent of the general qualifications of the man (which are determined monthly). In these cases report blanks are sent out each day by the Timekeeper to the several functional or department heads who are in contact with or are served by the party rated. They are each required to indicate the day's performance of this individual for each of the duties enumerated and whether in their judgment the bonus should or should not be applied for that duty, specifying all failures to comply with the standard routine for that job, as well as the interdependent memo numbers on which they were reported. These daily bonus reports are then sent to one of the chief executives who, after inspection, indicates finally whether the bonus is to be paid or not.

The Rating Committee

All ratings (other than foregoing) are established by a Rating Committee. The makeup of the Rating Committee will vary with the type of organization and the progress it has made in employee participation. In a small concern where there is no acknowledged participation by employees, this Committee might be composed of three chief executives, the General Manager, Works or Production Manager, and perhaps Superintendent, the burden of the work possibly falling on the Works Manager. In a large concern where employees have become accustomed to participating in management problems under some plan of employee representation, a larger committee would be better, with say three chief executives, three chosen from among the sub-executives, one chosen from among the workers, and another as an alternate to act in place of anyone on the Committee when his own case comes up for consideration.

The Rating Committee meets periodically, in some cases weekly, but most cases monthly, and goes over the record of each person to be rated, carefully checks performance against the standards, and determines each individual's rating on each element and his total rating, which is his percentage of what a 100 per cent man should be on that job.

When each person's rating has been determined, he is then separately called in and informed of his rating and the specific efficiencies or deficiencies which have gone to make it up, so that knowing what they are, each can profit by them in the future. In addition, each one has his attention called to the low points and