

### Personnel Records

The urgent demand for production unfortunately gives but little opportunity to the average executive or department head to know personally very many of the employees. The record we maintain furnishes information with reference to age, dependents, and other personal data together with record of service, classification, and rate of pay. Provision is also made to record promotions, discipline, meritorious service, etc. Thus when the name of any employee comes before the management either for advancement, change in rate of pay, or other reason, the complete record of such employee is available for inspection.

Supplementing our scheme of maintaining a comprehensive record of individual employees, we have for the past two years engaged in a more intimate study of the personnel through a man and job analysis. Thus far, this study has been confined to the clerical forces of the railroad and has produced some very interesting and useful information.

Accompanying other data showing operating performances placed regularly before the Vice-President and General Manager are reports showing the activity of the Personnel Department, including labor turnover and discipline by departments, insurance status, pensions, new and deceased, cases handled by the Board of Disciplining Officers and how disposed of, together with miscellaneous information covering the various phases of work of this department. The Vice-President and General Manager is thus able to keep informed in this as well as other features of operation. Without the service of the record bureau, much of this information would not be available.

Care in the selection of new employees is being given its proper place in the present-day method of dealing with personnel. Very frequently in certain departments we hear of cases where old employees are criticized because they cannot meet the demands made upon them and are often run around in promotions. In many instances the employee is not to blame but rather the fault is with the management. Failure to adopt selective methods in former years frequently resulted in hiring for a clerk a man who in all probability would have made a successful bricklayer.

The approval of applications for employment is entirely in the hands of the Personnel Department. Applicants are permitted to enter the service on a temporary employment basis until their application is either approved or rejected. The selective process includes observation for a certain period after selection.

### Labor Turnover

Turnover with us covers a period of two years although the greatest turnover occurs in the first six months. It is during the period between six months and two years that both parties come to an understanding as to future relations.

The Delaware and Hudson Railroad is one of the oldest railroads in this country and naturally we have a goodly number of old employees as well as sons and grandsons of other old timers.

With a total force of between thirteen and fourteen thousand employees, better than sixty per cent have been with us in excess of five years. Something over five hundred have been in service forty years or more, one active conductor having been in service for sixty years. Fortunate indeed is that industry that can boast of a large group of long service employees. Their influence contributes to the efforts put forth in stabilizing employee relations.

It may be assumed that most of our activities are directed toward the employee who has been in service several years but our interest in the new employee is just as keen. We realize that after the new man has adjusted himself to the new environment and has given evidence of a desire to remain with us his value increases every day.

Mr. Loree's book refers to the "job jumper" as follows:

It is the history of people of low mentality that they are constantly changing jobs, and in the railroad business their early elimination is most desirable. Those kept should be encouraged in self-control, surrounded by a favorable environment, and given careful training while subjected to constant supervision.

### Educational and Social Activities

Our study of the personnel problem develops numerous ways and means of interesting the employee not only in his job but in his relations with other employees, including subordinate officials. The natural impulse toward athletics, theatricals, and social activities is encouraged in a definite and most effective manner. Each year every facility to get together under these various activities is afforded employees and their families. Talent for almost any enterprise of this character is available in our own ranks and many of the events have attracted unusual attention.

Encouragement is given to the forming of associations of various kinds by groups. These associations having for their object educational, social, and fraternal advantages have aided materially in bringing our

employees into closer relationship. The following associations are typical:

The Delaware and Hudson Veterans' Association, (1,200);

The Delaware and Hudson Athletic Association;

The Delaware and Hudson Freight and Ticket Agents' Association;

The Delaware and Hudson Car Department Supervisors' Association. (There are three divisional associations, also, that report to the general association); Mechanical Supervisors' Association of the Pennsylvania Division. (Motive Power);

Supervisors' Association of the Motive Power Department, Saratoga and Champlain Division;

Supervisors' Association, Motive Power Department, Susquehanna Division;

Colonia Motive Power Department Band;

The Delaware and Hudson Police Association;

Rifle Clubs in the Police Department;

The Delaware and Hudson Company Shop Craft Associations;

Bridge and Building Mechanics' Association;

Maintenance of Way Foremen's Association;

Delaware and Hudson Glee Club; and

Delaware and Hudson Bowling League.

Of material assistance in the educational and social campaign is the publication of a semi-monthly magazine, the *Bulletin*; a weekly sheet known as *Craftwise*, published in the interests of the Crafts; and an Italian Bulletin printed in Italian.

Naturally, in any definite program involving personnel activities, a Safety First organization is of the utmost importance. The Delaware and Hudson Company has a most effective Safety First organization which consists of a Superintendent of Safety and a limited staff, who have built up an organization which has attracted considerable attention. In many respects the results have been unprecedented.

Dr. Robert L. Browning of the American Red Cross visited our principal shops at Colonia recently and stated that during the past year he had visited practically every large railroad shop in thirty-two states and nowhere had he found a record that excelled or even equalled that held at Colonia. "It is," he stated, "the safest shop in America." At this particular time we are now approaching the end of a two year period during which no one of the Car Department employees has suffered a reportable injury. Much of the Safety First activity can be accredited to the employees' sustained interest in this movement.

### Group Insurance

After establishing confidence through fair and impartial dealing and through awakening the social or family spirit of the employee, Mr. Loree introduced what might be designated as the most unique and comprehensive plan of group insurance in effect anywhere in this country, providing against the five major hazards of life which are the cause of apprehension and anxiety to the workman—death, accident, sickness, unemployment, and superannuation. On January 1, 1922, the following plan was announced:

**Life Insurance.** Each employee in the service of the company six months or more was given a life insurance policy without cost and without medical examination—\$500.00 life insurance, with total and permanent disability provision, to employees with two years or more of service, \$250.00 to those with six months but less than two years of service.

On April 1, 1922, the employees were given an opportunity to secure additional insurance, under the following contributory plan: An employee in the service six months but less than two years might subscribe for \$250.00 additional insurance, making a total coverage of \$500.00, paying a portion of the premium on the additional insurance; employees two years or more in the service were given several options—first, \$500.00 additional insurance with a further option of an additional amount limited to the average annual compensation for the preceding two years, but not in any case in excess of \$5,000.00. The company assumed a portion of the cost of the additional insurance, providing protection at a cost not obtainable elsewhere.

**Health and Accident Insurance.** A policy covering loss of work from sickness is provided for, with benefits of \$15.00 a week for a period of twenty-six weeks beginning with the eighth day of incapacity. A policy covering loss of work by accident, exclusive of injuries covered by workmen's compensation laws, is provided with benefits of \$15.00 a week for a period of twenty-six weeks beginning with the eighth day of incapacity. The total cost of this insurance is paid by the employee.

**Death and Dismemberment Insurance.** Further, employees are able to obtain accident insurance covering death or dismemberment from any accidental cause, including accidents covered by workmen's compensation laws, the total of such insurance not to exceed the amount of life insurance carried under the plan, thus in effect giving the double indemnity feature.

**Unemployment Insurance.** Another provision is