

APPLICATION RECORD OF <u>Doe, Jane</u>			
<small>REVISED BY THE JOSEPH & FEISS CO., CLEVELAND, OHIO</small>			
APPLIED <u>Apr. 15, 1915</u>	Address <u>1323 W. 48th</u>	For <u>Handwork</u>	
Birthdate <u>Oct. 6, 1897</u>	Birthplace <u>Cleveland, O.</u>	Suitability <u>Fair</u>	
Immigrated <u>—</u>	Parentage <u>Am. - Ger.</u>	Married <u>No</u>	
Family <u>F. M. S. 14-12-16</u>	<u>B. 22</u>	Wage Contrib. <u>Partial (necessary)</u>	
REFERENCES (IN OUR EMPLOY)			
<u>Mary Smith</u>	<u>3</u>		
<u>Susy Jones</u>	<u>3</u>		
PREVIOUS EMPLOYMENT			
	Time	Capacity	Wage
<u>John Smith & Co. (waists)</u>	<u>13 mo.</u>	<u>Hand sewing</u>	<u>\$7. wk.</u>
<u>Brown Bros.</u>	<u>1 yr.</u>	<u>Clerical</u>	<u>\$5. wk.</u>
<u>Mrs. S. T. Baker, Lorain</u>	<u>2 mo.</u>	<u>Housework</u>	<u>\$4.50 wk.</u>
<u>American Knitting Co.</u>	<u>4 mo.</u>	<u>Clipping</u>	<u>\$5. wk.</u>
			<u>Dissatisfaction</u>
			<u>low wages</u>
			<u>To be at home</u>
			<u>nights</u>
			<u>Trouble with foreman</u>
EMPLOYED <u>May 10, 1915</u> By <u>M.</u>	Class <u>W. P. W.</u> No. <u>842</u>		Rate <u>P. W.</u>
Operation <u>Sleeves felled</u>	Locker <u>1027</u>	Fore. <u>J. T.</u>	Checked <input checked="" type="checkbox"/>
Approved <u>S.</u>	Signature <u>Jane Doe</u>		

FIGURE 1
APPLICATION BLANK (FRONT)

output, nevertheless, a machine is a tool, and, like any other tool, is devised to increase the efficiency of the individual to whose direct and personal control it must always be subject. The question of quality, even in the case where highly developed machinery is used, is almost entirely a question of the personal element. As for the question of quantity, the real measure of accomplishment is not output per machine or per tool, but output per man.

9. Scientific Management will not have completed its mission when it has determined in each industry the best method of handling materials and equipment in relation to workers, but when it has determined also the principles which underly correct methods of handling men. It is the purpose of this paper to show what is being done from this point of view at the Clothcraft Shops with the purpose of showing what a little effort in the right direction can accomplish. A further purpose of this paper is to bring to the attention of those interested in the future of Scientific Management the degree to which management is, in the final analysis, the handling of men and to emphasize that Scientific Management is scientific only in so far as it recognizes this fact.

10. From the point of view of the writer the responsibility of handling men from the time of their original selection is the most important responsibility of factory management. It is this responsibility which creates the function of employment in its broadest sense. It is only beginning to be recognized, however, that employment is a function of management. Even where considered an essential part of management, the employment function, with few exceptions, consists only of the original selection of applicants.

11. Scientific employment includes not only the selection of new employees, but also the keeping of every position in the organization permanently filled with the right kind

of man or woman. The main part of scientific employment begins after the act of hiring is completed. Considered from this point of view, it is one of the most important functions of management and one that requires constant scientific analysis and development. For this purpose it is essential that every industrial organization should have a department for the purpose of administering this function. Mr. Frederick Winslow Taylor, in mentioning the disciplinary function in his works, undoubtedly had the employment function in mind and recognized its vast importance. While a very small organization may not be able to afford even one person whose sole function is the business of employment, this activity should nevertheless be recognized as a separate and most important function and in such cases administered by the manager or assistant manager himself.

12. This employment function can under no circumstances be administered properly by some head or underling of an operating department. Many of the questions with which the employment department has to deal are questions in which an operating head is an interested party; his very position, therefore, disqualifies him from administering this function. The qualifications required of such a person are essentially different from those required of one administering an employment department. Moreover, the qualifications which are generally considered essential to the head of an operating department are special knowledge or mechanical ability and sometimes a certain amount of executive ability. While some executive ability is a useful asset in administering the employment function, the chief qualities required are capacity to investigate and judge impartially, tact, a sincere interest in human affairs and a personality that inspires confidence.

QUALIFICATIONS: A <u>2+</u> M <u>3</u> I <u>3</u> O <u>3</u>
Languages <u>Eng. Ger.</u>
Education <u>7th grade (Public School) + 3 mo. Business College</u>
NOTES: <u>Anemic, listless in appearance. Will need careful follow up physically. Desirous of working here because she has heard there is good chance for advancement. Father out of work most of the time. Mother came along when application was taken and promised to cooperate with nurse, etc.</u>

FIGURE 2
APPLICATION BLANK (BACK)

13. All responsibilities of the management in the direction of personal service, directed toward the welfare and development of the individual, are part of the function of employment. For the purpose of administering this function, the Clothcraft Shops of The Joseph & Feiss Company have established an Employment and Service Department. In this organization this department is considered one of the most important adjuncts to the management.

14. While, as mentioned above, hiring is only a small part of the function of employment, nevertheless, the solution of the problem of selection is of great importance in its bearing on the whole future development of the worker. All applicants for positions are interviewed by one of the heads of the Employment and Service Department of the Clothcraft Shops. Certain specific information concerning the applicant is obtained in every case and entered on a blank for the purpose. (See figures 1 and 2.) Information deemed essential consists of:

- Name and Address.
- Date of application.
- Date and Place of birth.
- Date of Immigration, if foreign born.
- Parentage.
- Languages spoken.
- Education.
- Whether married or single.
- Number in family.
- Wage contribution to family support.
- Record of previous employment.

The idea should be to keep such records as simple as possible;—only the important details being entered.

15. Languages spoken may be important in many organizations for various reasons. In this establishment English

speaking applicants are given preference. In case employment should be given to an applicant who does not understand English, the applicant must agree to attend one of the classes in English which are held at the factory.

The Board of Education of the City of Cleveland has co-operated by furnishing teachers and text-books for these classes. Where applicants do not speak the English language, it has often been found that their residence in the country, and, consequently, their employment is considered merely temporary by them. In the case of those who do not speak the English language, it has been found very difficult to impart instructions and to obtain proper standards of output and quality. Of thirty-five employees (out of a total of nearly 800) who have not sufficient knowledge of English to understand instructions thoroughly, only one has reached efficiency equal to that of the best doing the same kind of work. Eight of this number have reached efficiency equal to less than the average and the remaining twenty-six are the least efficient at their respective operations. Moreover, people who cannot speak the same language, cannot understand each other thoroughly and therefore can never attain that state of friendly feeling which is the basis of co-operation and spirit.

16. The matter of wage contribution is important. Other things being equal, preference should be given to those who have to support themselves or whose contribution to the family income is a necessity. The custom of contributing the entire earnings to the family income is often an important element in inefficiency, especially where the contribution is in whole or in part unnecessary. Younger women who live at home are often required to turn over the entire contents of their pay envelopes to the head of the family, even where such a contribution is not necessary. By depriving the worker of the use of his earnings, the incentive