

FOREMEN'S CONFERENCE NOTES
HUMAN RELATIONS SERIES
ON VOCAFILM
OFF TO THE RIGHT START

Tacoma, Washington
November 23, 1948

PART I

PURPOSE OF THIS CONFERENCE

To cause the man in supervision to analyze more carefully the factors which bring about proper employee relations; to help him develop ideas for obtaining and maintaining such relations and to make him more conscious of his individual responsibility in maintaining proper employee relations within his department.

MOTTO OF CONFERENCE GROUP:

MAINTAIN AN OPEN MIND--A CLOSED MIND SHUTS OUT
MORE THAN IT SHUTS IN.

INTRODUCTORY REMARKS

How can proper employee relations be maintained? The operations, materials, machines, and methods of work can be reduced to mathematical calculations on paper, but the problem of handling human beings can not be solved in this manner.

What does it take to get the new man started off right? Most of us probably have a pretty fair idea. But are we actually doing as good a job as we know how? There's an old saying about striking while the iron is hot. It applies particularly to the new man's first day on the job. We all know that there are certain things we can do--certain impressions we can make during those first days--opportunities which we may never get again.

It's a problem these days. So I know that you will welcome a discussion of the new man; how to make sure that he gets the right start. We will look at a bad start from several angles: What a bad start means to a new man. What it may do to the department. How it can kick back on the foremen.

To help start our discussion we have a new film:

OFF TO THE RIGHT START.

It pictures some actual experiences in the shop -
What happened when three foremen slipped.

What foremen think is the answer to their problem.

Let's see the picture. Then we'll open the discussion.

PART I OF FILM shown.

DISCUSSION

From the discussion it was found that in all relationships, in every effort to get things done, and in fact, in everything management must do, PERSONS--THEIR FEELINGS AND NECESSARY ADJUSTMENTS--are involved. The effectiveness of individual and group efforts always depends on each individual's ability to make such adjustments as are necessary. Therefore, the effectiveness of supervision--whether exercised by the president of the Company, the foreman, or by any of the intermediate supervisors--depends to a large extent on the supervisor's ability to understand people and to aid them when necessary in their adjustment. For these reasons, this film, OFF TO THE RIGHT START, is a summary of things a supervisor can do to start a new man off right.

Industry's four M's were brought to light as being fundamental in the American structure of economics and the very basis of our free system of competition. Industry requires four things:

MONEY MATERIALS MACHINES MEN !

Man's thinking is interwoven in all the economic structures for obtaining finances to purchase materials to build machines for men to operate. If operators are maladjusted, efficiency is lost! Materials cannot be purchased! Therefore, income is lost, forever!

In further discussion of the first half of this film, a graphic representation was developed of the seven basic emotions of an individual--emotions leading to regression, and emotions which are constructive and arouse the kind of aggressive forward-looking action which we are seeking.

MAN'S BASIC EMOTIONS - - - - -	{	The urge to do	{ Elation
			{ Affection
	{	The urge <u>not</u> to do . .	{ Fear
			{ Anger
			{ Disgust
			{ Dejection
			{ Wonder

Only those emotions which urge a man not to do his best were explored in the first half of the film. In the discussion it was determined that supervision at all levels must find by careful analysis what is wrong before corrective measures can be forthcoming.

The following list was made of points on the wrong ways to start a new man on his job:

WRONG THINGS DONE BY FOREMEN

I.

1. Left new man to shift for himself.
2. Sent new man to a strange department without a guide - man wandered around - became lost.
3. Didn't give new man any send-off with man who was to train him.
4. Trainer did not know how to proceed.
5. Trainer wasn't told what new man could do.
6. Didn't select the right man to do the training.
7. Trainer was too busy with other things to take care of new man.
8. New man did not receive Safety instructions or safety equipment.
9. Trainer did not give instructions for handling samples.
10. New man was not instructed in the punching of time cards.
11. Training was incomplete.

II.

1. Was not friendly.
2. Left new man for hours.
3. Forgot the new man.
4. Did not keep his word with new man.
5. Did not see that new man had his lunch on time.
6. Forgot new man's name.
7. Criticized Employment Office in new man's presence.
8. Personal dislike of new man before he found out his ability.
9. Prophesied that new man would not pan out.

III.

1. No follow-through after first day.
2. Appointed ineffective trainer.
3. Trainer made new man feel cheap.
4. Gave new man job to do without giving him adequate training.
5. Allowed horseplay.

The effect upon the man of such a starting out procedure pointed to the permanent ills of many bad first impressions the new man gathers during his first day on a job.

Coming back to BASIC EMOTIONS and the URGE NOT TO DO, it is plainly seen how well the list of WRONG WAYS to handle an individual fits into:

FEAR ANGER DISGUST DEJECTION and WONDER.

First impressions are lasting impressions. Whether good or bad, first impressions never wear out. Therefore, the wrong ways that these new men were handled developed a long list of enduring unfavorable first impressions.

THE NEW MAN--

- (a) Felt in doubt as to holding his job.
- (b) Felt unimportant.
- (c) Felt unwanted.
- (d) Felt that there was no need for men on that job.
- (e) Thought there was no safety program.
- (f) Believed there was insincerity on supervisor's part.
- (g) Felt confused.
- (h) Felt jittery.
- (i) Thought there was no team-work within the Plant.
- (k) Felt his ability was belittled.

These first impressions are bad and will be the subject of conversation for many years. Thus they create an improper attitude toward the Company--as a direct result of foremen's actions.

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* THE FOREMAN'S JOB IS MANAGEMENT--
*
* THE SAME AS THE PRESIDENT'S--BUT
*
* HE IS CONFINED TO THE ACTIVITIES
*
* FOR WHICH HE IS RESPONSIBLE.
*
*
*
* SINCE HE IS AT THE POINT WHERE
*
* MEN ARE HANDLED AND WORK IS DONE
*
* THERE IS MORE EMPHASIS ON THAT
*
* PHASE OF MANAGEMENT HAVING TO
*
* "START MEN OFF RIGHT."
*
*
* * * * *

SUMMING UP

The man handled in the wrong way gives the Company a bad reputation because the representative of management gave him a wrong first impression during his first hours of work.

FOREMEN'S CONFERENCE NOTES
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PART II

PURPOSE OF CONFERENCE

To establish firmly in the minds of all supervisory level men that bad first impressions on the new man adhere permanently, and that these mentally embossed impressions, garnered during his first days on a job, are paramount in shaping his resultant unfavorable attitudes.

To bring into vivid view of those in attendance the effects on the men - the Company - and the community - of the new man's bad first impressions.

To determine at what supervisory level first impressions are best controlled, and develop workable methods for the administration of that supervision in a manner conducive to good first impressions on the new man.

INTRODUCTORY REMARKS

In Part I of the series OFF TO THE RIGHT START were developed many of the "crimes" of supervision in its placement of a new man on the job. These "crimes," or "Wrong Things Done by Foremen," accuse the foreman of "indifferent human relations," and are destined to produce discord in production, safety, and public relations--the results of which, naturally, reverberate throughout the organization.

In the first part of the series it was gradually made apparent that tantamount to good first impressions was proper consideration of man's basic emotions--with which all men are endowed. All supervision --from the president of the company down through the line of authority to the lead man--must exercise caution in dealing with a man's emotions and be constantly on guard against infringement thereon. For, the critical balance of the "urge not to do" and "the urge to do" lies in this respect--especially in inducting a new man to his job.

The limits of authority as evolved from Part I of the series vividly portrayed the position of the supervisor in his-work-unit within the organization. In order to obtain the highest standard of production he must direct the proper use of MEN - MACHINES - MATERIALS.

Part II of the series OFF TO THE RIGHT START emphasized that in the tenet concerning the proper use of the 4 M's,

MEN are most important!

It is obvious that this is true. However, in this connection, to say "MEN"--and no more--is to admit that we have completely lost our faculties for projected thinking within the present day Industrial Human Relations structure. For, lest we forget, supervision must accept not only MEN--but men with their emotions, attitudes and impressions--OTHERWISE the "urge to do" is destroyed!

To get people to do what you want them to do is difficult!

To get people to do what you want them to do CORRECTLY is the criterion upon which supervisors are judged by their superiors to be excellent - good - or just ordinary.

From considerable discussion on the responsibility for the mismanagement and maladjustment of men, opinions pointed generally to the foreman's level of supervision. Because the foreman is at the place where the work is being done, the men handled, and likewise, company policy best reflected. If company policy is reflected similarly to that shown in Vocafilm Part I of OFF TO THE RIGHT START, we then have dealt a most devastating blow to all phases of our industrial relations.

On Page 5 of the Foremen's Conference Notes is a list showing ten bad effects on the new man due to the supervisor's not starting him off right. The intensity with which the new man's basic emotions are affected by the supervisor's thoughtless actions and wrong attitudes is reflected in his relative extent of FEAR-ANGER-DISGUST-DEJECTION-WONDER, which are conducive of THE URGE NOT TO DO, and consequently hamper his progress on the job. The bad effects were segregated as follows:

BASIC EMOTIONS FELT BY THE NEW MAN (THE URGE <u>NOT</u> TO DO)	(FEAR	- As a result of being made confused - and jittery.
	(ANGER	- Because his ability was belittled.
	(DISGUST-	Because to him there was no obvious safety program - and there was apparent insincerity on the supervisor's part.
	(DEJEC- TION	- Because he was given the impression he was unimportant - and unwanted.
	(WONDER	- Because to him there was no apparent teamwork within the plant - and no need for him on that job - and in view of all of these conclusions he doubted that he could hold his job.

Leaving such bad first impressions on the new man, to take home for further appraisal after his first day on the job, tends to create discouragement within the man's thinking. Thus first bad impressions are slowly but surely molded into improper attitudes towards the Company.

That many of the bad effects on the Company are derived solely from improper attitudes of men is quite obvious when one stops to think. Yet many supervisors have never thought it through. Many of our own supervisors, after years and years of work in the plant, had stored away in their minds the impressions gathered during their first day of work--some impressions good, others bad. This fact came to light during the discussion. And so it is, first impressions--good or bad--are lasting.

In exploring the bad effects on the company caused by men's improper attitudes, and the extent of the damage therefrom, the following was evolved:

BAD EFFECTS ON THE COMPANY CAUSED BY MEN'S IMPROPER ATTITUDES

1. Outside the Plant
 - (a) Company's inability to procure good labor.
 - (b) Bad public relations.

2. Inside the Plant
 - (a) Less efficient operations.
 - (b) High labor turnover.
 - (c) Poor safety record.

It was the general consensus of opinion that an introductory program could be worked out to fit into our present day procedure--with no drastic changes and causing no additional burden on the acting personnel. The development of such a program for induction of the new man was thought by the group to be a decided step forward in overcoming a considerable amount of maladjustment and mismanagement of the new man.

SUMMING UP THE CORRECTIVE MEASURES PROPOSED:

THE RIGHT WAY

INTRODUCE THE NEW MAN TO --

I. THE COMPANY

II. HIS BOSS

III. HIS JOB

I. THE COMPANY

Give the new man proper basic information in the Employment Office at the time he is being hired.

Answer questions of personal interest to the new man.

II. HIS BOSS

Conduct new man through the department in which he is to work and introduce him to his foreman.

Foreman takes over - interviews him.

III. HIS JOB

Foreman inducts new man to his job with the necessary instructions.

Foreman follows up on his progress.

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PART III

PURPOSE OF CONFERENCE

To develop a procedure--readily and simply adaptable to the present employment process--for the express purpose of properly introducing a new employee to--

his surroundings in general,
his supervisor,
his fellow workers,
his immediate working conditions,
Company regulations.

To define clearly and concisely each step to be employed in performing these services in as natural and sincere a manner as would be used in everyday approved social standards.

To attempt to get the supervisors at all levels to realize that their very first contact with the new employee immediately sets in operation in the employee's mind either favorable or unfavorable impressions toward the Company; and that it therefore behooves the supervisor to establish himself on a friendly basis right at the beginning, and thus help the new man to get "OFF TO THE RIGHT START."

INTRODUCTORY REMARKS

Unfortunately there are no short cuts, nor lines of least resistance, to follow in our daily dealings with men in order to achieve good, sound, human relations. The code of common courtesy, prevalent in social usage, cannot be set aside--even momentarily--when dealing with men in our workaday world--**ESPECIALLY** if we are to attain our aim of getting the new man **"OFF TO THE RIGHT START."**

Referring back to the Conference Notes Part II, we find that this group excellently developed three definite steps necessary to properly introduce the new employee to--

- I. The Company
- II. His Boss
- III. His Job.

The introduction of the man to the Company begins the moment he appears at the Plant Employment Office, expressing his desire for work. Therefore, in keeping with the theme **"OFF TO THE RIGHT START"** we should consider that the employment procedure is actually the first step in a series of several distinct steps to be followed in attempting to create favorable first impressions.

If this group, after thorough discussion, considers the Employment Procedure enumerated in the Conference Notes Part II as being the proper basis information policy--then we shall have succeeded in setting up the first step under this program.

Considering, first, a standard by which our present Employment Procedure can be measured, let us review the Flow Chart of Employment Procedure (page 11a of Conference Notes Part II).

To comment on the authorship of this criterion--

Walter D. Scott, Ph.D., President Emeritus of Northwestern University, and William R. Spriegel, Ph.D., Dean of Industrial Management, Northwestern University, developed this Chart from a survey conducted during the years 1940-41-42 in many of the industrial plants throughout the country. This Flow Chart of Employment Procedure is a standard taught in most United States Universities having Industrial Management Departments.

To this Flow Chart has been fitted the Tacoma Plant's Procedure of Employment. However, the steps which are dotted-in are not in our present hiring program. And, to the chart has been added one extra step, "Mass Hiring." This step has been very damaging, but circumstances in the past made it necessary at times.

DISCUSSION

After a review by the conferees of the basic information listed in the Procedure of Employment (pages 11b and 11c of Conference Notes Part II) it was deduced that the group thought it contained too much detail for an individual to retain--BUT that the omission of any part of any step listed would obscure its significance. Consideration was then given to spreading out certain parts of the information (all of which is now given in a rapid-fire manner to the new employee) into several days through a follow-up process. This item, being very important, remains to be given more thought and discussed further at the next conference.

Proceeding to the next step---

Introducing the new employee to his boss--

the group readily recognized our present procedure in this regard as amorphous. HOWEVER, determining specific, systematic, appropriate measures seemed to present a perplexing problem. Questions arose as to just what could be considered a proper introduction under the circumstances. Opinions of the group members varied. The following recommendations gradually emerged, for further group discussion:

PLANT GUARD should
conduct the new man to his assigned department, and
introduce him to his foreman.

SAFETY DEPARTMENT should
introduce the new man to his foreman.

FOREMAN should
conversationally and by his friendly attitude
attempt to set the new man at ease; and
show him to his locker, the lunch room and rest room.

The group immediately directed attention to the time element involved in such a process by the foreman--particularly at the beginning of shifts. To shackle the foreman with such a time consuming procedure at that precise hour of his work day would retard the start of work of his entire crew. NEVERTHELESS, it was explicitly admitted that the foreman--being the acknowledged key figure in the over-all program--should have the newcomer introduced to him by at least an intelligible repetition of names. The foreman might then put the new worker in charge of an assistant, trained to perform these duties in his stead, and who, in turn, would also be responsible for making the new worker known in a friendly way to his fellow workers.

Attempts were made to arrive at a differential by carefully weighing the value of the foreman's time involved in attempting to create favorable first impressions on the new employee--and the ultimate value to the Company of such favorable first impressions. It was recognized that the foreman, representing sole management to the new employee on the job, and thereby being the very cutting-edge of Industrial Relations, is a powerful source of impressions upon the new employee. Discussion finally produced the following tentative recommendations:

GUARD should--

1. Instruct the new employee in punching and racking his time clock card - and actually have him punch and rack his card.
2. Advise him of the penalties for tampering with his or anyone else's time clock card.
3. Assign locker and locker key (record in Gate Office book) and give him the locker key.
4. Conduct him to his assigned Department.
5. En route explain to him the function of his assigned department specifically - and the functions of various departments generally.
6. Show him his locker, lunch room and rest room.
7. Conduct him to his foreman and introduce them to each other.

NOTE: In conducting a new man to the YARD DEPARTMENT the guard should first take the man to his locker in the big change house - wait while he changes into work clothes - then conduct him to the Yard Department and introduce him to his foreman.

While the foregoing outline is merely tentative - nevertheless - the members in the group sounded a word of warning that in the establishment of such a policy flexibility must be kept uppermost in mind--BECAUSE we are dealing with human individuals with all their innate emotions, and we therefore cannot possibly expect them to react in a uniform and consistent manner. No attempt to infringe upon man's logical thinking is being considered--processes are being considered merely for creating within his thinking favorable impressions about the Company.

Friendliness is an attitude! And a very discernible one! - particularly to the man looking for it. Obviously, it is necessary to possess this quality in order to be able to radiate it and thereby help the new man get "OFF TO THE RIGHT START."

The supervisor's attitude, his personality, his manners, his ways of doing things, are all reflected--as in an unshaded mirror--for observation, and possible imitation, by the men under his supervision.

The value of good manners and courteous treatment is just as great--sometimes greater--in the workaday world than it is in the social world.

True courtesy is an asset worth studying and striving to achieve.

SUMMING UP

Tentative recommendations:

THE GATEMAN TO PERFORM THE FOLLOWING SERVICES FOR THE NEW EMPLOYEE---

1. Assign a locker and locker key (enter in Gate Office book) and give the locker key to the man.
2. Instruct him as to punching and racking his time clock card - have him actually punch and rack his card. And advise him of the penalties for tampering with his or anyone else's time clock card.

THEN REFER THE NEW EMPLOYEE TO THE ROUNDSMAN, TO PERFORM THE FOLLOWING SERVICES FOR HIM--

1. Conduct him to his assigned department.
2. En route explain to him the function of his assigned department specifically - and the functions of various departments generally.
3. Show him his locker, lunch room and rest room.
4. Conduct him to his foreman and introduce them to each other by an intelligible repetition of their names.

NOTE: Men for the YARD DEPARTMENT to be conducted to the main change house first - shown their locker - given time to change into work clothes - then conducted to the Yard Office and introduced to the foreman.