



A MONTHLY NEWSLETTER OF SIGNIFICANT REGIONAL AND WASHINGTON ACTIVITIES

CIVIL AERONAUTICS ADMINISTRATION, LOS ANGELES, CALIFORNIA

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THE NEW LOOK

by

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Five short years ago warehousing operations in the CAA were very orthodox, unnecessarily complicated, and quite costly in terms of the service provided. This region developed a plan which was completely unorthodox and so simple that nearly three times as many "customers" are now being served by a smaller staff. This plan has been adopted as the standard warehousing procedure in all regions and has been the subject of many favorable comments from representatives of other government agencies and private industry.

In the typical warehousing operation there are two groups; a production force of warehouse personnel handling incoming and outgoing materials and a clerical force engaged in record keeping. The clerical force maintains perpetual inventory records and arranges for the re-ordering of stock but makes no direct contribution to customer service.

In the "good old days" before the "new look", this region had four clerks attempting to maintain stock control records. Postings were made to approximately 7000 stock cards as items were issued or received. Lists of items needed were forwarded to the Procurement Branch for purchasing action-following a periodic review of each stock control card. Sounds simple enough doesn't it?

Those good old days are not really so good when we look back on them now. We had a stock control system all right, plus a continuous backlog and a cumbersome set of inaccurate records. We were also suffering from growing pains. New and more complex types of air navigation aids were being installed requiring that additional items be added to stock at an alarming rate.



REGION SIX WAREHOUSE

There were several serious difficulties. The stock control unit sometimes failed to place orders when stock supplies were low, when lists of items to be ordered were prepared there was always a danger that specifications or parts numbers would be transposed, and clerical errors were bound to occur in an operation involving so many postings. Consequently, the stock control unit frequently back ordered items because the inventory card indicated that no stock was on hand only to find, usually by accident and at a much later date, that stock had been received. On the other hand, requisitions were forwarded to the warehouse which could not be filled because

stock was not available in which case, adjusting entries had to be made in the inventory records and perhaps special purchase action was necessary if re-ordering had been overlooked.

The job was complicated by the fact that none of the warehouse items had been cataloged. A single item might be described in several different ways by the various requisitioning offices and all of the descriptions might differ from that used by the stock control unit. Really quite a guessing game - but not much fun.

The first step in improving the stock control system was the preparation of a catalog listing each item carried in stock by a catalog number and the description of the item as it was carried on the inventory cards. This eliminated some of the errors caused by misunderstanding the item descriptions supplied by different people.

Other problems of getting inventory records to agree with actual stock conditions and re-ordering stock in sufficient time to provide for delivery before supplies on hand were exhausted had not been solved.

A lot of ideas from a lot of people were pooled to try to solve these other problems. The result was a warehousing procedure which eliminated the stock control system entirely. The system was so simple that the personnel in the warehouse were able to absorb the workload and even now, with a tremendous increase in the number of customers served and in the more complex nature of items carried in stock, there has been no increase in the warehouse personnel complement. (Continued on page 8 )



## REGIONAL ADMINISTRATOR'S COLUMN

The things that are worth while take time, and it is not the I's of the world but the We's who achieve them. We in the Sixth Region completed our 1952 fiscal year without a deficit, without a reduction in force, and with only a small surplus.

We did it together by careful planning and programming. A vote of thanks to all who were responsible and this really means everyone. Next year I hope we can do an even better job of our program planning and administration with a view toward a higher degree of accomplishment of CAA's objectives. Toward this end at the beginning of this new fiscal year, perhaps the following self-evaluation may help us improve our individual performance. To the man who seeks a new job or advancement, and to the man on the other side of the desk who decides whether he shall have it, ability to give correct answers to the following 15 questions should be a help.

1. Could you give a surety bond if one were asked for?
2. Would your present or last employer speak well of you if given as a reference? What sort of trail have you left?
3. Did you learn to overcome obstacles in your youth? Many employers don't like to start teaching a grown man to overcome them.
4. Are your habits good? Do you over-indulge in things you should not? Are you a decent sort?
5. Have you saved any money? If not, why not? Even some low-income persons have savings accounts.
6. Can you get to the point quickly? Thinking without wandering is important.
7. Can you answer objections quickly? If the prospective employer were to say suddenly, "Give me three reasons why I should give you this job," how would you react?
8. Are you quick tempered? Hot heads can do great damage.
9. Is your voice pleasing?
10. Have you respect for the opinions of others? Or are you the only person who is right?
11. Is your manner convincing when you make a point? Very important for a salesman. Useful for anyone. (Continued next page)

REGIONAL ADMINISTRATOR'S COLUMN (Continued from Page 3):

12. Have you enthusiasm? Not hip-hip-hurrah, but the opposite of gloom?
13. Can you listen as well as talk?
14. Are you easily discouraged? If thrown for a loss, do you want to quit or come up fighting?
15. Are you willing to undergo training? Or do you think you have learned all there is to know? Has your mind been closed since you laid away your school books?

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CAPITAL GLEANINGS

Leave:

The "use-it or lose-it" leave rider was rejected by the Senate. This sent it to the House-Senate Conference where feeling is that the Senate will attempt to eliminate it. Meantime, there is talk of a compromise proposal which will allow employees to accumulate half as much leave as is earned in any given year. Example: If you earned 13 days during calendar year 1952, you would have to use at least  $6\frac{1}{2}$  days before June 30, 1953. In addition, the compromise would retain the present rider's provision requiring all agencies to give employees an opportunity to use earned leave before the June 30 forfeiture date.

Retirement:

The Senate passed the Smathers - Duff Bill and that brightens the outlook for retirement. The battle now is to get some sort of a bill to the House floor. The increased annuities under this bill would be temporary for two years only with costs during this period paid from the Civil Service Retirement Fund. After that, they would continue to be financed only if Congress appropriated \$62,000,000 annually. Note: Persons on retirement pay would have the option of refusing increases. This would protect veterans drawing Veteran Administration pensions for non-service connected disabilities. The law places a ceiling on the total of their income from Government sources.

Appropriation Bills:

A new move is afoot in Congress to scrap both the Jensen rider (with its vacancy filling ban) and the Ferguson amendment (cutting personnel budget funds 10%) and substitute a provision requiring the Budget Bureau to dictate where savings shall be made. No further action to report on the status of the appropriation bills. Hopes are high that Congress will finish this business by July.



PERSONALITY- OF THE MONTH

Dante Cordano, personality for this month, needs very little introduction to any of us in CAA. About 90% of the "old timers" have worked for or with Dante at one time or another.

Dan, as he is often called, was born in San Francisco on April 4, 1895, as he puts it, "without my permission".

Danny started his career in the printing trade as a pressman, operating all types of printing equipment. Working at this trade at night he was able to pay his way thru Polytechnic Engineering College for 3 years. World War I came along and changed his career. He enlisted in the Navy the day war was declared as a First Class Radioman. Later he was promoted to Chief Radioman, sent to Hawaii and assigned to the Admiral's Office.

Recently, Dan was presented with the Department of Commerce 30 year service pin. People at the presentation probably were wondering what went through his mind. Danny says, "It made me feel contented that in a small way we were able to contribute something to the advancement of our civilization". Danny is certainly modest in his statement. He has contributed immeasurably more than "in a small way". All that anybody need do is to go through the San Francisco OFACS and look at all the gadgets that Danny has designed and built. All of the building was done at Danny's workshop and on his own time.

In addition to building things, Dan has been an unofficial counsellor to many a man in Airways Operations.

Dan started his career in the Government in 1921 as a Radio Operator with the Post Office Air Mail Service stationed at Elko, Nevada. From Elko Dan started in an Easterly direction, landing in Salt Lake City. The "land of sunshine" must have been too much, for (continued page 15)



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Toastmaster, Topic Master, Evaluator, Critic - such are the weekly assignments for each CAA Toastmaster Club Meeting. Now after almost nine months of roasting and toasting, most of us feel like old hands at any assignment. Organized in September last year, regular meetings have been held weekly. In January, with international officers attending, we were officially presented our charter and were assigned club number 1004.

In addition to the fun of getting together outside of the office, every member has noticeably improved his ability to stand up before a group and speak either extemporaneously on a subject completely foreign to him or from notes prepared in advance. Some members who at first were so nervous, scared and shaky that they could hardly have given their name and address, if asked, have shown remarkable improvement in self-confidence and poise.

Every member takes some part in every meeting. Each prepared speech is criticized, pointing out both the good points and those that need attention. As the speaker gains experience the critics become more severe but the new member and novice speaker is evaluated gently and in a helpful manner until he achieves a certain amount of self-confidence and poise. The change is no nebulous characteristic - it can be seen meeting to meeting.

Subjects for talks are of the speaker's selection but they must follow certain concepts that are to be emphasized in each of the twelve talks of "Basic Training". For example, there is one talk to stress the need for hand gestures, one for voice modulation, and one in speech construction. Believe me, by the time you have reached your twelfth and last of the basic series, you are bound to have improved.

It is a well known fact that a man capable of effectively talking to others has more chance of advancement than one who is tongue-tied. The advantages of "Toastmastering" are numerous - too numerous to even try to enumerate here.

Due to transfers, etc., we have a few vacancies now. Ask any member of the club or see Don Whitney, Room 43, for full information. All are welcome to join. It's fun, it's self-improvement, it's inexpensive.

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STATUS OF THE SUGGESTION PROGRAM

Suggestions received this fiscal year through June 23, 1952	146
Suggestions on hand from last fiscal year	<u>52</u>
Total	198

Total suggestions considered this fiscal year through June 23:

Suggestions adopted	24
Suggestions forwarded to Washington	47
Suggestions rejected	<u>98</u>
Total	169

Three suggestions adopted were also forwarded to Washington

Balance on hand	29
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IN MEMORIAM

The Region was saddened to receive word of the death of Mrs. Rose A. Creedon on June 17, 1952 in an automobile accident. Mrs. Creedon was employed in the Air Carrier District Office in San Francisco. At the time of the accident, she and her husband were returning from a vacation in Wisconsin where they visited her mother. They were driving a new car, and near Scranton, Iowa, the car apparently went out of control and collided with a truck. Both Mrs. Creedon and her husband were instantly killed.

Mrs. Creedon was born in Cedarburg, Wisconsin, on November 3, 1921, and had been employed in the San Francisco District Office since August 11, 1946. Her efficiency, loyalty, and devotion to duty earned her the respect of all those with whom she came in contact. She will be sadly missed by her co-workers.

All employees of the Civil Aeronautics Administration extend deepest sympathy to the bereaved family in their loss.

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THE NEW LOOK (Continued from Page 2)

Here's how it works. The catalog number and description of each item has been printed on a tag about the size of an ordinary shipping tag. Spaces have been provided to record maximum and minimum stock levels, inventory and issue experience during previous fiscal years and re-order information consisting of the purchase order number, quantity ordered and the date of receipt. This tag is attached to one of the items on the shelf. The minimum supply of each item is packaged separately and identified as the minimum reserve. All items of the same kind on the shelf must be issued before breaking into this minimum. The item to which the stock tag is attached is always the last to be removed. When this item is issued, the stock tag is detached and forwarded to the warehouse manager to indicate that action should be taken to obtain additional stock. The warehouse manager, Mr. Reese Clark, reviews the consumption history of the item, adjusts the maximum allowance if in his judgment issues will continue at the same rate, indicates the quantity to be ordered and forwards the card to the Procurement Branch. The purchase order number is inserted on the card which is then returned to the warehouse shelf. A complete description of the item has been provided for the Procurement Branch without the time consuming step of preparing a list, the danger of transposed numbers is eliminated, and accurate control has been established at the critical point - the exact time that stock levels have reached the minimum reserve.

The procedure just described is followed when the issue rate has been greater than anticipated in which case a special purchase must be made. Actually, stock levels in each catalog class are reviewed at specified times each year and additional supplies are ordered to bring the stock up to maximum for all items in the class. The purpose of this cycle procurement schedule is to order on a systematic basis and reduce the number of purchase orders for each commodity class to a minimum. At the cycle re-order time, additional supplies of an item may be purchased even though the minimum has not been reached. The same review process is followed however, and the maximum is adjusted if necessary to provide sufficient stock to meet normal requirements until the next scheduled re-order period.

Although issues are not posted, it is relatively simple to compute total issues by adding the quantity received to the quantity on hand at the last inventory date and subtracting the quantity presently on hand. This total issue information is much more important from a warehousing standpoint than a record of issues to a particular office. Information regarding issues to each office is necessary for other purposes and is accumulated easily by keeping a copy of each outgoing invoice in a file jacket for that office.

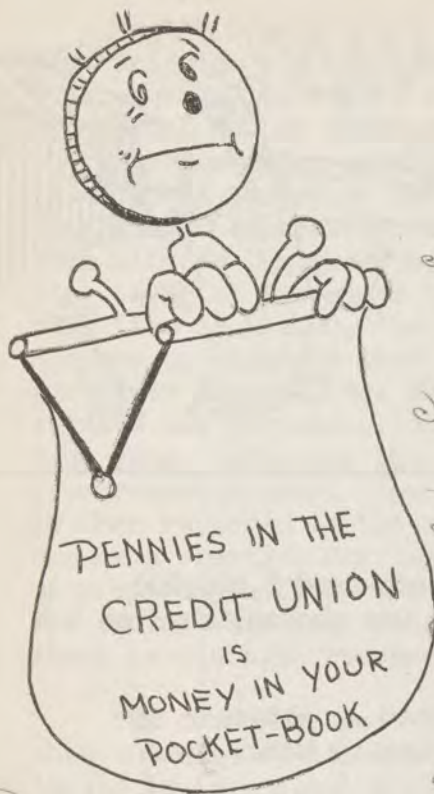
Over-simplified? Experience has indicated quite the contrary. We now carry nearly twice as many items, 13,300 at the year end inventory just completed, and are serving approximately three times as many "customers". If the perpetual inventory system was cumbersome before, imagine how top heavy it would be by now. Yes, errors sometimes occur in filling requisitions but it is not the fault of the stock control system. Some 10,000 requisitions are filled each year supplying a third of a million dollars worth of material for nearly 500 offices or individual facilities within a sector. Our service to you is much better because our stock control system has the "new look".



DID YOU KNOW THAT -

1. For the first time in history United Air Lines has surpassed 8,000,000 revenue passenger miles of flights in one day. This was accomplished on June 9, 1952.
2. Recently a Douglas research human piloted plane reached an altitude of over 79,000. This is the highest altitude ever reached by man.
3. The Piper Aircraft Company has begun experimental tests on a four-place Twin-engine Stinson.
4. More than 100 commercial helicopters will be built in the U. S. between July 1, 1952 and January 1, 1953.
5. Los Angeles Airways recently took delivery of its second S-55 passenger helicopter. L. A. Airways has been authorized by CAB to inaugurate passenger service on its air mail routes.
6. A 120 m.p.h. airplane can reach Kansas City from Chicago in 3 hours 25 minutes. The same trip would take 7 hours 20 minutes by rail and 11 hours 15 minutes by auto.
7. One out of every twelve employed people in Oklahoma owes his living to the airplane according to a recent survey made in that state.
8. There are 90 industries within a one mile radius of the Los Angeles International Airport and over one-half of these are directly affiliated with aviation. It takes a community the size of Baltimore to serve just people that work within a one mile radius of the airport.
9. On the Los Angeles International Airport, there are 40,000 people employed in aviation with an estimated annual income of \$120,000,000.
10. Approximately 32,000 people are employed in aviation on or near Lockheed Air Terminal, with an annual payroll of \$98,000. Over 300,000 people are dependent on payrolls centered on Lockheed Air Terminal and Los Angeles International Airport.

CREDIT UNION QUESTIONNAIRE



How well are you acquainted with your Region Six Credit Union? The following questions should give you an indication. Perhaps some of these questions may also show you how the Credit Union can be of greater service to you and your family. The correct answers may be found on the bottom on the page.

1. The Region Six Credit Union last year paid its shareholders a dividend of \_\_\_\_\_. (a) 3% (b) 3.8% (c) 4.5%
2. The membership of the Region Six Credit Union is \_\_\_\_\_. (a) 400 (b) 900 (c) 1200
3. Unsecured Credit Union loans are charged interest at the rate of \_\_\_\_\_ per month on the unpaid balance. (a) 2% (b) 1.5% (c) 1%
4. A share deposited with the Credit Union on October 27, starts earning dividends on \_\_\_\_\_. (a) October 1 (b) October 27 (c) November 1
5. The maximum term for a Credit Union loan is \_\_\_\_\_ months. (a) 24 (b) 36 (c) 60
6. Share deposits in the Region Six Credit Union as of June 1, 1952, totaled \_\_\_\_\_. (a) \$96,216.45 (b) \$276,467.21 (c) \$357,696.94
7. The maximum limit that any one member of the Region Six Credit Union may deposit in share purchases is \_\_\_\_\_. (a) \$1,000.00 (b) no limit (c) \$2,000.00
8. "Life Savings Insurance" provides that for every dollar you have in your share account, you have an equal amount of life insurance up to a limit of \_\_\_\_\_. (a) \$500.00 (b) \$1,000.00 (c) no limit
9. A loan from the Credit Union secured by share holdings is charged interest at the rate of \_\_\_\_\_ per month on the unpaid balance. (a) 1.5% (b) 1% (c) .7%
10. A member borrows \$1,000 from the Credit Union and deposits the entire sum with the Credit Union to build an estate. Should this member die the following week leaving his wife as beneficiary, she would receive from the Credit Union the sum of \_\_\_\_\_. (a) \$1,000 (b) \$2,000 (c) the amount deposited.

Question answers: 1. (c), 2. (b), 3. (c), 4. (c), 5. (b), 6. (c), 7. (a), 8. (b), 9. (a), 10. (c)



## TAKE YOUR PIGGY-BANK TO THE CREDIT UNION

Do you have some questions on the Credit Union or its operation? Write the Region Six Credit Union, 5651 W. Manchester, Los Angeles 45, California.

To insure prompt loan service, include both an application form and a signed note.

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### FACT OR FABLE

Comments are sometimes made which may indicate public misunderstanding of Government employment. To help evaluate these comments, the Federal Personnel Council has prepared some material under the heading "Fact or Fable". Following are several of the points covered and additional information from this source will be included in future issues of the Region VI News:

THE FABLE - You can't fire a civil service employee.

THE FACTS - 17,039 were removed from the payroll by reduction in force during the fiscal year ending June 30, 1951.

THE FABLE - Government employees are paid solely on the basis of the number of other employees they supervise.

THE FACTS - They are paid on the basis of the work they do. The number of employees supervised is one thing considered, as elsewhere, but only one. A supervisor heading a small group doing difficult and complex work is paid more than one supervising a large group doing simple, routine work.

INCIDENT REPORT

Battle Mountain, Nevada

On December 23, 1951, at 1742P, the pilot of a Twin Cessna called requesting what facilities were available at Battle Mountain. Information was supplied and then the pilot advised that he would have to land at Battle Mountain because he had one bad engine with an oil leak and was low on fuel. Under prevailing weather conditions and the shortage of fuel, he advised he would be unable to try for another airport.

He was given field and landing information. The runway lights failed as they were switched to conform with wind change and it was impossible to get the lights back on either runway from the INSAC control panel. The pilot was requested to stand by until a check could be made of the equipment in the power vault. After a complete check of equipment, we were still unable to get the runway lights into operation. The pilot was advised that if he were agreeable, we would take an automobile to the NW end of NW-SE runway and put the headlights down the runway. It was suggested that the pilot could then make approach over the car and effect normal landing. He replied that he would be glad to try it as he had to get the aircraft on the ground. He was supplied with all information necessary relative to runways, field elevation, terrain conditions, etc. We then advised that we would proceed to the end of the runway and turn the headlights of the automobile off and on so positive identification could be made.

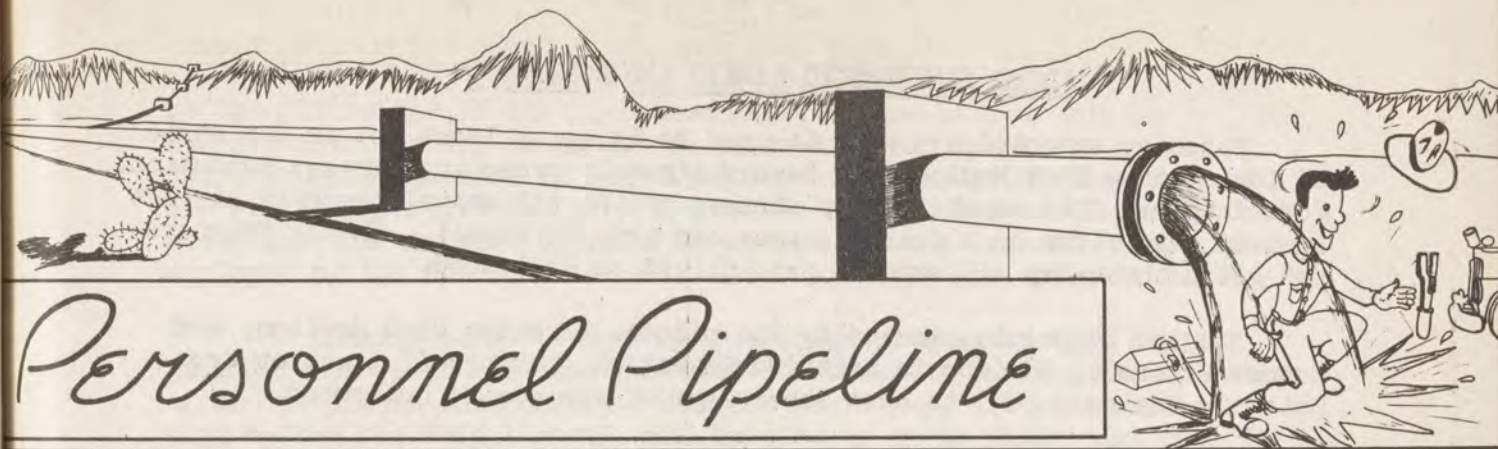
The pilot made three attempts to land and on the third, at 1803P, a normal landing was made. On the first two attempts, the pilot did not utilize the landing lights on the aircraft. During the second attempt, as the aircraft passed directly over the car, it was started and an attempt was made to utilize the automobile headlights in lieu of the aircraft landing lights because it appeared that the aircraft landing lights were not operative. This was not successful and at the third approach, the landing lights of the aircraft were used successfully. The pilot later advised that the landing lights were not functioning properly and he was not sure they would work at all. In addition to the pilot, there were six Coast Guardsmen aboard the aircraft. Further cooperation was extended to effect contact with the pilot of the Twin Cessna and the pilot of an accompanying aircraft which had landed at Elko. The pilot expressed sincere appreciation for all cooperation and hospitality rendered.

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GERMANS WILL OPERATE THEIR OWN ATC

Airport and air traffic control in Western Germany will be entirely in the hands of German personnel by March 31, 1953. Nevertheless, the movement of Soviet aircraft over Western Germany will still be controlled by the three Western powers.

American Aviation Daily, 6/20/52



# Personnel Pipeline

## Veterans Preference

Persons who enter active military service for the first time after April 28, 1952, are not entitled to automatic Veterans Preference as a result of such service. World War II was officially terminated on that date by the signing of the Treaty of Peace with Japan. Persons entering active military service may, however, be entitled to Veterans Preference if they can qualify under campaign or expeditionary-force service. For instance, service in the Korean campaign would entitle a person to Veterans Preference.

## Retirement

A recent change in regulations now permits the crediting of two weeks' reserve active duty training for retirement purposes. This time, of course, cannot be counted double, i.e., if period of service is performed while on the rolls of a Federal agency, you may count time served in only one activity. The change will also permit the crediting of two weeks' training duty toward reduction in force points and credit for leave purposes when such service has not been concurrent with Federal civilian service.

Employees entitled to the above who have not previously advised the Personnel Branch of such service are encouraged to do so at this time.

## Whitten Amendment

Although not yet published in Civil Service Commission regulations, certain changes to the Whitten Amendment have received Congressional approval. The significant changes are:

1. An employee who has been down-graded for any reason, may be promoted to his previous grade even though promotion may involve more than one grade. If he held the grade from which he was down-graded for at least one year, he may be promoted to one grade above that grade, if otherwise qualified. Previously, this only applied in Reduction in Force cases.
2. The Civil Service Commission can waive restrictions in especially meritorious cases.

As soon as new regulations are issued by the Civil Service Commission, they will be published to the field.

## IDAHO TEACHERS TO HAWAII AND HOLLYWOOD

Teaching school isn't what it used to be -- at least not in the state of Idaho since Chet Moulton has been diligently promoting Air=Age Education. For example: This month two top winners of the 4th annual teachers Air Age contest were flown on a full expense paid trip to Hawaii. The 22 "runners-up" got a three-day all expense paid flight to Hollywood.

Imagine 26 people, including the-pilots, Director Chet Moulton, and Roscoe Bancroft, Advisor in Aviation Education, taking off together from Boise in Empire's DC-3 to have three days of fun seeing Hollywood.

The group, mostly strangers at the start, were calling each other by first names by the time they landed at International Airport, and just names by the time they arrived back in Boise. The group was officially greeted by CAA's Bill Johnson at a luncheon at the Skyroom upon arrival. Bill helped pre-arrange the events which thrilled the Idaho teachers, most of whom had never seen Hollywood or flown in an airplane.

Bing Crosby's radio show with Marlene Dietrich, dinner at the Hollywood Roosevelt, and a visit to the Griffith Planetarium completed the official activities of the first day. A guided Tanner motor bus tour of the movie stars' homes, a visit to 20th Century Fox Studios, where the group watched the filming of "A Song for Tonight", had lunch as guests of the studio with Tyrone Power and Linda Darnell and a hundred other stars, a tour through Beverly Hills and Bel-Air, shopping at the new Robinson's, a visit to Will Rogers' Memorial Ranch, wading in the Pacific, a tour of Western Airlines' facilities, an airline dinner in night flight over the city, and a visit to the CAA control tower and radar center comprised the day's activities.

A glass-bottom boat trip, deep sea divers, flying fish, Seal Rock trip, wild goats, Arabian horses, tropical birds, the homes of Zane Grey and P. K. Wrigley-- these were some of the sights and activities after an early morning flight and touchdown at the world's most unobstructed airport--(first obstruction 100 miles off the east end of the single runway is Mt. Baldy, off the west end is China)--Santa Catalina Island.

Each year the Department of Aeronautics (Idaho) sponsors among other things a stateside contest for teachers. Teachers entering the contest write up a report on how they used Aviation Information to enrich and motivate their classroom work. The 24 winners this year were selected from about 300 entries.

This summer a workshop group on Idaho Aviation Department scholarships will screen the ideas and materials submitted through the past years' contests, and prepare the selected subject materials for publication.

Idaho has received much national recognition in both aviation and educational circles for its outstanding Aviation Education program.

Region 7 Newsletter June 1952.

PERSONALITY OF THE MONTH (Continued from Page 5)

he thought better of his migration Eastward and headed back to San Francisco by way of Reno. He arrived in San Francisco on May 1, 1923, and has remained in that location ever since. He stayed with the Air Mail Service until 1927, when he transferred to the Lighthouse Service as Radio Operator in Charge and has been continuously employed by the CAA and its predecessor agencies since that time.

Looking back through the years, Danny remarks that the Air Mail Service could not have survived if it wasn't for the great faith of the people in our country. He goes on to say, "It will not be too long before the "old timers" will be passing on to their just reward and we know we are leaving the job in good hands with the younger generation in whom we have great faith. Do the best you know how and be a good Christian - and you will live a happy life."

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DIVISION HI-LITES

Aviation Safety Division:

The Chief of the Air Carrier Safety Branch and the Chiefs of the Air Carrier Operations and Maintenance Sections attended a conference at Oklahoma City, Oklahoma, June 2 through 6, 1952. The action taken on various items on the agenda has not as yet been received in the Region. We were advised that the Washington Office is sending special teams to visit the Regions to clarify items of major importance.

At the request of the San Francisco International District Office, Mr. Alfred Edwards, Air Carrier Maintenance Agent, is conducting an en-route inspection on California Eastern Airways' airlift program. This inspection will be conducted from San Francisco to Honolulu, Guam and Wake Islands June 15 through 26, 1952. Upon Mr. Edwards' return, a report will be submitted showing the accomplishments or deficiencies the investigation reveals.

A conference was held in the Regional Office for all personnel of the General Safety Branch on June 19 and 20. Items discussed were organization, work program for fiscal year 1953, the objectives of General Safety activities, activities reports, budget and planning, etc. On June 20, the conference was divided into two parts to accommodate the technical problems pertinent to the General Maintenance and the General Operations personnel. We were favored with the attendance of Mr. William B. Davis, Deputy Director of Aviation Safety, and Mr. Ed Hudlow, Chief of General Safety Division, who gave excellent and explanatory addresses to the group. Visitors from other Regions were Mr. William W. Jarrell and Mr. Paul N. Flanary, Chiefs of General Safety Branches in Regions Seven and Five.

An interesting and useful safety educational program has been developed by our Fresno Aviation Safety District Office personnel. This material was issued to all General Safety personnel in condensed form

for their use in initiating like programs within other districts. Official commendation is being requested for originating personnel in view of the success of the program and the extra time and effort devoted.

Mr. C. T. Holman, Chief of Manufacturing Inspection Section, has been detailed to act as Deputy Chief, Aircraft Engineering Branch, pending return of military personnel from active service. Mr. Milford L. Beutler has been detailed to act in Mr. Holman's place as Chief of Manufacturing Inspection Section.

Representatives of the Airframe Section attended the USAF mock-up inspection of the Convair Model C-131A at San Diego on June 20. This model is similar to the commercial Model 240 and USAF T-29 series, except that its purpose is air evacuation of military personnel. It has reverse facing passenger seats and litter installations with a large litter loading door in place of the rear cabin service door.

Engineering data and an Application for Type Certificate were received from Dale Air-Engineering Company for its Weejet Model 880. This is a two-place light airplane of 2800 lbs. gross weight, powered by a Continental Turbomecca turbojet engine rated at 880 lbs. static thrust at sea level. This is the first application for type certification of a jet airplane, designed to the requirements of CAR 3, which has been received in this Region.

#### Airports Division:

The Chief, Airports Division, acted as Conference Chairman in organizing and preparing the Field portion of the agenda for the conference of Airports Division Chiefs from all Regions held in Washington June 16-20. Prior to the meeting with the Director, Office of Airports, and his staff, the Regional Division Chiefs conferred, discussing the pointing up of problems, the development of recommended solutions, and the appointment of individuals to present each item of the agenda.

On June 4, 5, and 6, representatives of the Airports Division accompanied the Regional Administrator to the semi-annual joint meeting of the California Association of Airport Executives and the California Aviation Trades Association at Stockton, California. The Regional Administrator, Chief, Airport Operations Branch, District Airport Engineers from SOCAL and NOCAL, and the Chief, Airport Operations Division, Washington, appeared on a panel answering questions of the airport managers regarding existing agreements entered into between the airport sponsors and the CAA. There were many questions and much discussion regarding so-called mandatory requirements, right of repossession of personal property conveyed to the respective airports by WAA, approach protection, and similar subjects.

During the past month Grant Offers have been issued on 22 projects involving Federal funds in the amount of \$882,000.

Bids covering the first stage of construction of the new instrument runway at Salt Lake Municipal Airport No. I were opened on June 17 and the contract for construction under this stage is being awarded to the Gibbons and Reed Company of Salt Lake City. This brings to a conclusion the long period of planning and arranging for this urgently needed development. The District Airport Engineer, Utah, and the Chief, Airport Operations Branch were in attendance at the opening and assisted in working out the financial arrangements between the City of Salt Lake and the Utah Air National Guard.

A DC-3, equipped for magnetometer survey work has again been stationed at the Logan-Cache Airport. Certain areas within a radius of 400 miles are to be explored for oil and mineral deposits.

Final inspection of the Ontario International Airport fire station under Project No. 9-04-039-105 was conducted May 28, and the work was determined to be satisfactorily completed.

The District Airport Engineer, SOCAL, and the Airport Operations Officer of the Regional Office attended a meeting June 10, 1952, in Santa Maria with City, Navy, and Marine officials concerning the proposed acquisition of Santa Maria Public Airport by the Navy.

Moursi Bey, Director General of Civil Aviation in Egypt, visited the Regional Office on June 23. During his short stay he visited the Los Angeles Air Traffic Control Center and inspected the Los Angeles International Airport.

#### Airways Operations Division

The Division Chief attended an Airways Operations Division Conference in Washington during the week of June 2. Most of the items discussed dealt with the integrated organization of Airways Operations which was established last fall.

Messrs. Garrison and Hall, Chiefs of the Facilities Operations and Program Requirements Branches, attended a meeting in Oklahoma City June 17-20 to discuss airway operations training requirements and inspect the facilities available for this purpose at the Standardization Center.

Approach control service was inaugurated at Reno and Las Vegas June 15.

Relocation of El Centro Communication Station to Imperial County Airport is now expected to be completed by November 1.

Relocation of Williams Communication Station to Marysville has been delayed until approximately September 1.

At the request of the Naval Electronics Laboratory, we detailed four Controller Specialists from towers in this Region to the laboratory at San Diego; two during the week of June 2, and two during the week of June 9. The purpose was to assist the Navy in determining certain fatigue factors and developing the most satisfactory equipment layout in control towers. Mr. Nollenberger was present at the laboratory during some of the experiments.



## Instrument Landing Systems

Burbank, California) - Test installations of TUS glide path equipment were  
Sacramento, Calif. ) made at both Burbank and Sacramento with satisfactory  
Arcata, Calif. ) results. Plans for permanent installation of equip-  
ment are under way. Similar program is being followed  
at Arcata.

Sacramento, Calif.) - Modernization of localizer at Sacramento and Fresno  
Fresno, Calif. ) have been completed and similar work is now under way  
Long Beach, Calif.) at Long Beach.

Arcata, Calif. - Installation of dual motor alternators to provide  
standby localizer service is under way.

## Radar

Los Angeles, Calif. - Installation of ASR-1 departure radar scope and communi-  
cations equipment is under way.

San Francisco, Calif. - The ASR-2 installation at San Francisco is completed  
and the General Electric installation crew is now  
working on the Oakland project. As a result of a meet-  
ing at Detroit, attended by Washington Office, Regional  
and General Electric personnel, an agreement has been  
reached as to the modification to be undertaken by GE  
before the equipment will be commissioned. Present  
plans indicate that these modifications may be completed  
prior to this winter.

## General

INSAC equipment from Donner Summit, California has been removed. Recent  
advice from the Weather Bureau indicates that they may reverse their previous  
stand and relocate their Blue Canyon station to Donner Summit.

Installation of Mt. Liebre VOR electronic equipment at Paso Robles is  
under way.

Installation of electronic equipment at Ukiah, California Remote Tre-  
ceiver/Transmitter site is under way.

The Region has been requested by Washington to furnish the factory in-  
spection on VHF receiver contract at Azusa during the month of July.

Additional checks of Lemon Grove Fan Marker relocation to Murray Lake  
indicated continued severe television interference and inadequate coverage.  
Permanent discontinuance has been recommended and approved.

The following Maintenance personnel are currently at Oklahoma City  
attending ILS/VOR training classes: E. J. Ball, E. Mathews, M. C. Nickerson,  
C. A. Reid, H. W. Pinnock, and M. G. Whittier.

\* \* \* \* \*



#### El Centro, California:

Currently the major item of interest at the El Centro INSAC concerns our impending move to the Imperial County Airport. Watching the new Administration building and airport construction is somewhat like the proverbial "watched pot that never boils" - the construction cannot move rapidly enough to suit us. We have however a definite consolation in that when the building is completed it may not be the largest but will be the most beautiful Administration building and INSAC quarters in the Sixth Region. All non-believers are invited down for verification.

The impact upon the general public in the Imperial Valley, from an aviation standpoint, should be very favorable. We are looking forward to many enjoyable contacts with the aviation minded as well as non-aviation minded people of the valley. This has been difficult heretofore in view of our location on a military base from which the public has been barred.

We read with considerable interest the Oakland INSAC field news article in the March 1st issue concerning aircraft problems involving Calexico Customs and Immigration. May we take this opportunity to present a so-called rebuttal and also for information of other aircraft returning to Calexico from Mexico. In accordance with the "International Flight Information Manual", all aircraft entering the United States from Mexico shall land at the nearest Port of Entry, giving U. S. Customs and Immigration at least one hour prior notice to landing. Calexico Customs and Immigration have reduced required notification time to thirty minutes during their working hours. El Centro INSAC will notify Customs when contacted by radio. Aircraft departing United States for Mexico are required to file a "Declaration of Temporary Sojourn" form. This form may be mailed to the Customs Agency or obtained and executed at a Port of Entry. The El Centro INSAC maintains close contact with both United States and Mexican Customs and will gladly furnish any information desired for aircraft flying in this area.

#### Elko, Nevada:

Last September, this station was moved to the second floor quarters in the City's building. This is approximately the sixth move of this station since its commissioning date of November, 1920. That should be some sort of a record; (Continued on next page)

but I don't know what kind. After several months in the new quarters, we like the added space and new equipment and even find that we can see about three hundred feet of the runway, if we look real close between the hangars.

We would like to thank Marshall Beeman for his very nice write-up on the Elko Haylift. That was a novel experience even if it did leave us with a broken-up runway and a big question as to where a new one is coming from.

Although there are very few aircraft that get into very serious difficulty here, we have had some exciting times assisting the local ambulance aircraft arrange emergency flights. Three youngsters have been flown into Salt Lake City recently and not all have ended happily. One youngster got a peanut stuck in his throat, another a nickle in his and one severe case of polio. Being a small community, everyone is anxious until the flight is completed and the outcome of the case is known.

In competition with Prescott, all operations personnel have been attached to this station since 1947 and no active bidding is noted.

Elko is unique in that we still do not have a VOR, but after six years of trying the site now picked may work. A lot of difficulty was experienced picking out a site as all the ground around here stands on end, but now facilities has picked out the highest point and knocked off its top - hoping this will be the answer.

#### Long Beach, California

On June 17th, the City Manager of Long Beach will open bids for oil development on approximately 1027 acres of airport and contiguous water department land. Tower personnel have been speculating on the merits of working an eight hour shift with each watching his very own well pumping dollars out of the ground in full view. The oil pool is believed to lie right beneath the airport. There will be three drill sites available on the airport itself; however, the major part of the development will be by slant drilling. As bidders must pay \$100.00 per acre, the city expects to realize a \$100,000.00 per year revenue. It was stated that no surface equipment would be allowed on the flying field except during actual drilling operations. During that interim, taxi clearances will probably go something like this: "Turn left at drill site #2, caution on escaping natural gas and hold short of the gusher."

The medical profession has been one of the strongest advocates of civil aviation since War II and with the means to actively participate. Doctors saw quickly the advantages of flying their own aircraft not only for pleasure, but in the rural areas for business reasons. It would seem a doctor's life is a series of emergencies and he is almost always on call to meet them. As a result, one local doctor discovered a way to get in a Sunday afternoon of fishing while awaiting a hospital call. He took his Sea Bee out and landed it near the break-water checking in with Long Beach radio every half hour for any emergency call from the hospital. About four o'clock, after a pleasant afternoon of fishing, a call came through for him. It wasn't from the hospital but from the Civil Air Patrol requesting his assistance in a search for a Cessna reported down in the vicinity of Bakersfield. (continued next page)

Mr. Arthur Cazares of the Long Beach Tower participated in the experiments conducted by the Navy Electronics Laboratory in San Diego. The purpose was to gain factual information as to the most efficient type of air to ground receiving equipment possible, at the same time determining some of the human limitations involved. Two simulated towers were set up with different types of speaker consoles, indicator lights and methods of operation. For a period of five days (June 2nd to 6th) the technicians ran a series of prepared recorder tapes transmitting from inaudible sounds to eight decibels, each transmission beginning with an initial tower call up followed by a series of nonsense words to be repeated back by the controller. His read back was also recorded for comparison to determine accuracy. Thermal noise was introduced at varying levels to test readability under adverse conditions. All phases of the problem involved a theoretical saturated condition of single runway with 90 operations per hour. When the tests have been completed, they will have tested ten Air Traffic controllers, both Navy and C.A.A., with varying degrees of experience from about one year and less to several years. The results should offer a highly accurate yardstick by which to measure present and future equipment for the betterment of efficiency and ease of operation of air traffic facilities.

Binoculars will be at a premium at Long Beach this coming week when the contestants for the Miss Universe Pageant and beauty contests begin to arrive by airline. Representatives of the 48 states and 30 foreign countries will meet their escorts and chaperones at the airport before commencing a week of festivities. Two beauty contests, parades and top TV, radio and movie entertainment are scheduled. The pageant at Long Beach is the successor to the Miss America contest held at Atlantic City annually and is sponsored jointly by Pan American World Airways, Catalina Swim Suits and Universal International. The Long Beach Harbor Commission and Pan American of San Francisco sponsor three of the largest floats in the parade on June 25th which will honor twelve of Long Beach's most beautiful long stemmed flowers.

### Thermal, California

Three airports in the Coachella Valley have been abandoned in the past year. This leaves three active: - Thermal, Palm Springs and Palm Desert Airport. Thermal Airport is still handicapped by lack of a beacon and runway lights. Every week or so an aircraft arrives in the vicinity after dark and spends a lot of time trying to locate the runways. Dick Laird advises he solved an episode the other evening by extending the mike cord out the window and talking the pilot in. Good deal, perhaps we should recommend a remote mike position.

The Thermal hangar was used recently as a spray booth when a PBY was fitted out and painted for a months trip around the coast of South America by Graham and Dunlop Company of Long Beach. They are back now and deplore the lack of communication facilities in South America. The pilot stated that none of the radio ranges are operating. Weather information is almost entirely lacking. The one radio station they did work most of the time with good results was Panama. They would file flight plans with Panama and be assured that their destination would be notified. Other stations would accept the plans but would very seldom forward them. (Continued on Page 24)



# QUESTION BOX ?



- Q. Are positions at the GS-11 level in the Business Administration Division advertised under the R.P.P. or the N.P.P.?
- A. They are advertised under the R.P.P. and an appropriate selection made from regional candidates. This individual, however, must be approved by the CAA in Washington as well as in the Department of Commerce before the promotion can be made.
- Q. When may the following employees be considered for promotion?
- (1) Indefinite appointment GS-5 5-28-51; promotion GS-7 9-1-51; change to lower grade GS-5 2-1-52; promotion proposed to GS-6.
  - (2) Probational appointment GS-4 7-27-47; promotion GS-5 4-17-49; promotion GS-6 11-26-50; resignation 6-15-51; indefinite appointment (in lieu of reinstatement) GS-5 1-21-52; proposed promotion to same GS-6 position held at time of resignation 6-15-51.
  - (3) Present position GS-7 in series normally allocated at 2 grade intervals; position reallocated to GS-8 and promotion effected 1-15-52; promotion proposed to GS-9; when eligible for GS-11?
- A. (1) Change to lower grade does not start new waiting period; promotion to GS-6 is not more than one grade above lowest grade held during preceding 12 months. Promotion may be made 5-28-52, one year following latest indefinite appointment action.
- (2) Not eligible for promotion until 1-21-53, one year following appointment which began latest period of continuous service.
  - (3) Not eligible for promotion to GS-9 until 1 year after promotion to GS-8. Promotion to GS-11 may be made 2 years after promotion to GS-8, 1 year after promotion to GS-9, but only if "normal line of promotion" or two-grade classification interval exception applies.

FIELD NEWS (Continued from Page 22)

On the home front personnel changes are beginning to pick up. Jim Wilson went to the LAX Center. He was replaced by Jesse Watkins, USNR, just returned from a tour of duty in the Navy which had interrupted his CAA career for almost two years. Jim Clellan is well on his way to a Private Pilot's license.

Harry Ledington, SEMT, has just returned from a 10,000 mile trip to Flat Bay Newfoundland. He says that he stopped at Gaspé Quebec to look at what appeared to be a VOR range building and it turned out to be an Eskimo hut. Harry is busy right now convincing Cody Lehr, EMI, that "all is well" at Thermal.

Ukiah, California

To most of us, June 30 is merely the end of a fiscal year. But for Lisa Ann Renfro, June 30, 1951, was the hectic beginning of a life time. And what a beginning!

Making her expected appearance unexpectedly (nine to eleven weeks prematurely), the Renfro tike at first scarcely tipped the scales with her bare 2 lbs. 10 oz. Her chances for survival were slim--there was no incubator in Ukiah, and the nearest one in San Francisco was over 110 miles away.

While there was life, there was hope. Hospital attendants quickly bundled the infant in a cardboard carton padded with pillows, tucked in a hot water bottle, and added a tank of oxygen. And father John Renfro, Ukiah's Chief Communicator, who had just come off duty was off to San Francisco with his precious charge. Just before John's departure, the doctor added another tank of oxygen with the comment, "You might need this."

Need it they did. Two and one-half hours later they arrived at the San Francisco Children's Hospital, the oxygen supply completely exhausted! Lisa was immediately placed in an incubator which was her home for the next fifty days. Her food intake commenced with 1/4 oz. every four hours, gradually increased to 3 oz. every four hours, and by the end of her incubation she weighed a hefty 5 lbs. 3 oz.

Today, one year after her dramatic arrival, Lisa weighs about 25 lbs. Father John proudly comments, "We'll almost have to put her on a diet to keep her from getting too big and eating us out of house and home."

Incidentally, that name - Lisa. See if you could make a prettier one out of FISCAL (June 30, you know), which is precisely what the Renfroes did.

\* \* \* \* \*

Our sincere appreciation to the following employees who answered the plea from the Red Cross for blood donors on June 16, when the Mobile Unit visited Westchester:

Elmo Hartwell  
Sam Keim

Lew Bumgarner  
Dolores Lopez  
Manual Valenzuela

Harry Nunn  
Dan Seitz

SUPERVISOR'S NOTEBOOK

HAVE YOU HEARD THE LATEST?

The new Fords are out.-- The new jets are out.-- The new hair styles are out.-- The new bonds are out. Yes sir, not to be outdone, the U. S. Treasury has just come out with a brand spanking new Series "E" bond. This new series carries improved features that will really catch your investing eye. Just think, starting May 1, 1952, all Series "E" bonds yield 3% interest, mature in 9 years and 8 months, earnings start at 6 months, and optional extension beyond maturity provides a 3% investment yield up to 10 years more. It is also important to note that the new 3% extension applies to all "E" bonds maturing May 1, 1952, and thereafter. With such inducements - how can you resist joining the payroll savings plan? It is designed to help you while you help your Government.

Our Administrator, Mr. Horne, informs us that to date the entire CAA has a participation of 30% in the payroll defense savings plan. Last year, fiscal 1951, \$624,000 was saved by those who cared enough to support the very, very best. With a little effort we could raise the participation to 50%, which is exactly what we are shooting for.

In Region Six for the fiscal year 1952, approximately \$116,621 will be saved by the 18% of the employees participating. Starting July 1 through July 31, another Defense Bond Drive will be underway. We are striving to gain more participation in fiscal year 1953 in order to do our part for our Government and also do credit to the CAA and the Department of Commerce. In the end the ultimate good is reaped by the individual who made it a point to save systematically through the years. By joining the Defense Bond Deduction Plan you will never have reason to be sorry.

On the home front, Treasury Secretary Henry Morgenthau Jr. said today that the government will not raise taxes to help pay for the war. He said that the government will continue to borrow money to finance the war effort. He also said that the government will continue to support the war effort in other ways.

HAVE YOU HEARD THE LATEST?

Harry Lorington, 2222, said today that the government will continue to support the war effort in other ways. He said that the government will continue to borrow money to finance the war effort. He also said that the government will continue to support the war effort in other ways.

Our Administrator, Mr. Hovine, informs us that the government will continue to support the war effort in other ways. He said that the government will continue to borrow money to finance the war effort. He also said that the government will continue to support the war effort in other ways.

The government has announced that it will continue to support the war effort in other ways. He said that the government will continue to borrow money to finance the war effort. He also said that the government will continue to support the war effort in other ways.

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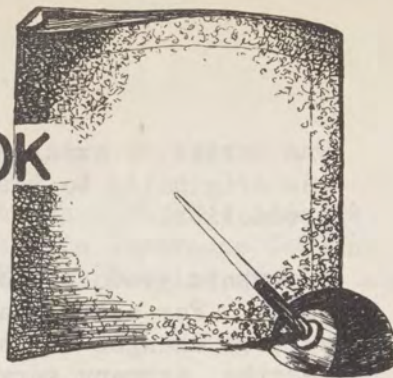
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Our Director has announced that the government will continue to support the war effort in other ways. He said that the government will continue to borrow money to finance the war effort. He also said that the government will continue to support the war effort in other ways.

Harry Lorington, 2222, said today that the government will continue to support the war effort in other ways. He said that the government will continue to borrow money to finance the war effort. He also said that the government will continue to support the war effort in other ways.

# SUPERVISOR'S NOTEBOOK

## CHAPTER IV



### THE SUPERVISOR AS A LEADER - EMPLOYEE RELATIONS

#### OBJECTIVES

To bring to supervisors studies which have been made by social scientists and psychologists in the field of human behavior, attitudes, wants and desires of the working population.

#### What Science has Discovered About People:



#### THE HAWTHORNE STUDIES

Several years ago, the Western Electric Company conducted a series of studies at its Chicago Hawthorne plant on the human element in production. The conclusions covered a wide range and form the basis of much of modern employee-management relations.

One series of experiments is of special interest to us. Its purpose was originally to test the effect of physical working conditions on production.

A certain group of workers was placed apart from the rest of the plant. For a two year period thereafter, they were subjected to various changes in working conditions. Rest pauses of varying lengths, company served refreshments, several variations as to shorter working days were introduced at one time or another. Production rose steadily.

Then the investigators decided on an "acid test". For twelve weeks, all improvements were dropped and the original system reintroduced. Production was expected to nosedive. BUT IT CONTINUED TO CLIMB, and finally leveled off at a higher figure than ever before.

The researchers were frankly puzzled. Finally they were forced to the conclusion that their basic ideas as to the factors of production had been wrong. The individual changes, which were based on the idea of reducing the workers' physical fatigue, had in reality had little effect on production. Instead, its steady increase was due to the fact that the workers had a happier working situation. Without really considering it, the researchers had relaxed much of the earlier strict discipline. Also, the workers felt flattered at having been selected for these important experiments and of the individual attention they were receiving from the researchers and from top management itself. In other words, the rise in production was due to a rise in morale.



This, of course, has significant implications for personnel relations everywhere - in government as well as in industry. People are individuals, not robots. They like to feel that there's "something special" about them, that the "brass" takes an interest in them. Physical comfort, though important, is secondary to the worker feeling appreciated.

More recently, other organizations have taken a careful look at their employee relations. The Prudential Life Insurance Company and the U. S. Department of Agriculture Forest Service studies are noteworthy examples.

### THE PRUDENTIAL SURVEY

The researchers in this study were concerned with finding leads on the causes of, and the answers to, the major problem of modern organizations = low production. They came to the conclusion that it is determined primarily by the quality of supervision at the various levels of the company structure. They then compared high-production groups with low-production ones in an attempt to discover supervisory differences. The results were highly significant:



Supervisors in "high-production outfits" differed from their low-production counterparts mainly in:

- (1) Supervising instead of "snooper-ving" = delegating authority as well as work - trusting those doing a job to do it well.
- (2) Getting "non-snoopervisory" treatment from their superiors. Paraphrasing the "Golden Rule" a bit, we can say that your assistants are likely to DO UNTO OTHERS AS YOU DO UNTO THEM.
- (3) Placing less obvious emphasis on production = stressing the WHAT and WHY instead of the WHEN.
- (4) Encouraging employees to take part in decision making. Nothing is more important for morale than to have an employee feel that he is part of an inter-dependent team rather than a chain of command.
- (5) Emphasizing planning in their own work and in that of their subordinates.
- (6) Being honestly interested in people as individuals with problems and feelings, rather than seeing them primarily as instruments to "get out the work".
- (7) Spending the major part of their time coordinating the work of their group rather than personally participating in the work load.
- (8) Being confident of their supervisory abilities.
- (9) Feeling that they knew "where they stood" with the company.
- (10) Encouraging "extra-curricular activities". Groups participating actively in the company's recreation programs, for example, showed higher morale to others.
- (11) Being more tolerant of minor infractions = reserving a "bawling out" or other punishment for serious cases.
- (12) Paying greater attention to training.
- (13) Being careful in the introduction of changes. Usually, it is best to proceed gradually with a program of change, and to precede changes with thorough employee orientation, giving them an opportunity to voice objections and suggest improvements.

- (14) Being "constructively critical" of top management and communicating that feeling to their group. This doesn't mean a fault-finding frame of mind. It merely implies two-way communication, and a team feeling.

"Mine not to reason why,  
Mine but to do or die..."

is not a healthy attitude for either the supervisor or his personnel to have regarding the "front office."

#### SUMMARY

A human relations analyst participating in this study summed up its meaning extremely well when he said, "They 'employees' respond more adequately when they are treated as personalities rather than as cogs in a machine." The underlying lesson is the same as in the "Hawthorne study" - Morale is one of the most important elements influencing production.

#### THE FORESTRY SERVICE FINDINGS

Here again, the causes of high and low production were the goal of the researchers. Their findings indicated that it was likely to be the highest where:

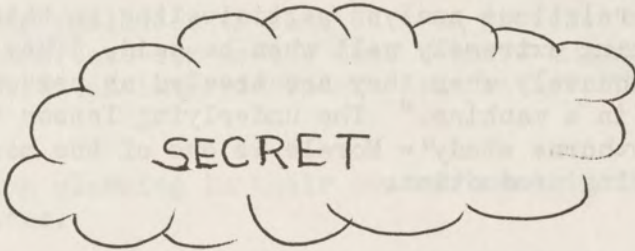
- (1) The unit was a close social as well as work group - where workers are pals rather than "strictly business" associates.
- (2) Employees had a chance to participate in policy-making.
- (3) People "knew where they were at" - where the pattern of authority, responsibility, and communication was clear.
- (4) The supervisor was helpful rather than demanding.
- (5) The unit took an interest in overall agency policy and was constructively critical of top management.
- (6) Employees had assistance and advice from staff specialists in various fields, as well as from their actual superiors.
- (7) The supervisor was adept in the conduct of group discussions.
- (8) The supervisor had the ability to see the employee's work as the employee sees it - to recognize and appreciate its problems and difficulties.

## SUMMARY

Again, the same basic facts appear:

- (1) Employees will work best when they are most satisfied.
- (2) They will be most satisfied when treated with "COURTESY and CONSIDERATION."

## THE SECRET OF GOOD EMPLOYEE RELATIONS



SECRET

Using the human relations approach outlined in the previous chapter will place the alert supervisor on the road to good employee relations. There are no "special rules"; merely apply the general ones to specific situations. Employees are individual persons and react best when treated as such.

This need not interfere with work production. On the contrary, it helps it (witness the various studies.) Workers know that the supervisor must "produce" the same as they, and that management has given him the right to assign and direct their work. There is therefore, little need on the supervisor's part to "make it obvious to them." Instead, by "courtesy" and "consideration" he can create a team out of the "chain of command."



## PROVOCATIVE STATEMENTS

1. All factors that contribute to the building of morale will increase production.
2. Subordinates should be reprimanded in public so that the rest of the group will learn a lesson.
3. A dissatisfied employee should immediately be transferred.
4. A supervisor intending to make a change affecting his subordinates should keep it a secret and spring the change on them suddenly.
5. Because an employee is paid to do a job he can be expected to have a sense of loyalty to his supervisor and the organization.

(See answers on Page SN-34)

### SUGGESTED READING

MANAGEMENT AND MORALE - by F. J. Roethlisberger, Cambridge, Harvard University Press (1941)

Places emphasis on the importance of recognizing attitudes and sentiments of workers. Establishes the importance of the interview with illustrations from the experiment conducted at the Hawthorne Plant, Western Electric Company.

THE HUMAN FRONTIER - by Roger J. Williams, Harcourt Brace (1946)

A new pathway for science toward a better understanding of ourselves. This introduction to the science of humanics could be defined as the science of human nature, behavior, and relationships.

(ANSWERS TO PROVOCATIVE STATEMENTS)

1. False. All factors do not necessarily increase production. Some factors such as "rest periods" will slow production for the period that employees are absent. However, studies have shown that this and other factors considered in whole tend to make a person satisfied. Studies have also shown that a person who is satisfied is a better producer.
2. False. A person should never be reprimanded in public. It is far better to reprimand a person in private. Employees resent a public "bawling out". They lose interest, produce less, and it has a negative effect on the whole group.
3. False. Transferring the employee may make matters worse. The thing to do is find out the reasons for dissatisfaction and then act.
4. False. People have a natural tendency to resist change. Employees like to feel that they are part of the organization and a team member. Much greater success, better morale, and a better organization will develop if subordinates are told of changes in advance and allowed to participate in the planning.
5. False. The supervisor is responsible for indoctrinating the employee in such a way that he develops this sense of loyalty. The supervisor can do this best by following the principles of the "Supervisor's Creed" given in Chapter I.

Additional copies of this and other chapters of the Supervisor's Notebook may be obtained from Miss Smith, 6-599.1.