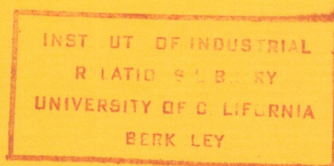


Personnel administration

DEALING with

EMPLOYEES

as INDIVIDUALS



DEC 28 1956

NATIONAL ASSOCIATION OF MANUFACTURERS

Industrial relations division.
[New York, 1956]

There has never been a greater premium on employee satisfaction and good human relations in the plant . . . not only because of intensified drives to increase union membership but because satisfied employees are more productive employees.

This pamphlet highlights the kind of top executive approach most likely to assure that employees are accorded full opportunity to attain the satisfactions they need in their work.

The purpose of this booklet is two-fold:

1. *To focus management attention on sound human relations practices and possible weaknesses in the company's employee relations set-up.*
2. *To encourage immediate management action which will strengthen relations with employees and build job satisfaction.*

INDUSTRIAL RELATIONS DIVISION
NATIONAL ASSOCIATION OF MANUFACTURERS
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FOREWORD

The American economic system offers its citizens ample opportunities to earn for themselves a level of plenty, security and leisure superior to any on earth. For the individual, these opportunities may be frustrated or rendered meaningless unless we recognize his right *to choose his course of action, free from coercion.*

In the field of employer-employee relations, this fact has special significance. It is through recognition of individual freedom of choice that dignity and satisfying human relations are attained.

The importance of freedom of choice extends to all matters in a free society like ours, including that of union membership. The right of the employee to decide whether to join a union or not to join must be a decision he makes of his own free will. The choice he makes depends largely on his job experience and the degree to which his worth is recognized and his needs and wishes are met in his day-to-day work.

But whether the employer deals directly with his people, or deals through a bargaining agent, he—the employer—has the continuing obligation to make sure that—in practice as well as in policy—the company's personnel relationships take full account of the individual's needs and aspirations.

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DEALING WITH EMPLOYEES AS INDIVIDUALS

I. THE CHALLENGE AND THE OPPORTUNITY

In the typical American plant, the employee looks to management for *leadership*, for fair dealing and for information. He wants to know what is going on and what his employer thinks and believes in. He wants to feel that management is interested in his welfare and concerned about his progress.

Where, for one reason or another, these expectations are not fulfilled, the employee may lose confidence in management. Consciously or unconsciously, he may feel let down and no longer have the incentive to do a good job. He may begin to feel insecure, magnify minor grievances and turn elsewhere for leadership.

In his quest for information the employee likewise looks to *management*. If he doesn't get it from that source, he'll find it—true or false—in another quarter. When there is a vacuum of management information—an absence of management's friendly concern and fair dealing—the way is wide open for others to take over the race for leadership.

These facts have special significance in view of intensified union drives for additional members. The outcome of these union campaigns is dependent on two factors:

1. *The decision of the individual employee, based on his impressions, his experiences and his knowledge of the facts involved.*

Only as he is informed of the issues—and understands what they mean to him—and as this information squares with his own situation on the job, will he be willing to give his employer a vote of confidence.

2. *The action of the company—its philosophy, attitudes and practices.*

The employer's conduct is, in fact, the *real* determinant. The plant which provides the employee with the job conditions he wants and the personal satisfactions he needs is a product of the employer's thoughtful planning and action.

The present situation, therefore, confronts the employer with both a *challenge* and an *opportunity*:

¶ a *challenge* to put his plant in order and make sure that the natural aspirations and wishes of employees find full expression in day-to-day experiences on the job.

¶ an *opportunity* to build the kind of atmosphere which maximizes individual satisfaction, wins cooperation and understanding, and demonstrates management concern and *leadership*.

II. DO YOU KNOW WHAT IS GOING ON IN YOUR PLANT?

The first step in meeting the *challenge* and the *opportunity* is to find out the true situation in your plant.

How long has it been since you took a good square look at the way people work together? How long since you examined your plant for weak spots such as:

- ... the false rumor
- ... the insecure employee
- ... the supervisor who plays favorites
- ... the loafer
- ... the unsettled grievance
- ... the resentful employee
- ... the man with a chip on his shoulder
- ... the inefficient employee
- ... the chronic complainer
- ... the disgruntled worker
- ... the man whose periodic layoffs subject him to fluctuating pay checks

The above are sometimes hidden and the facts have to be dug out. But other possible areas of dissatisfaction may be obvious:

- ... lower-than-average wage scales and benefit plans
- ... outmoded pay practices
- ... failure to recognize seniority
- ... lack of an effective grievance procedure, etc.

Most industrial executives who have risen to the top have one common attribute. They deal with *facts*—not wishful thinking. When they make a decision to launch a new product, to tap a new market, to drop an unprofitable line, to borrow money—they do so on the basis of hard, realistic and

objective thinking. The same factual and objective approach should be taken with respect to employee relations. Only a willingness to look at things as *they* are will lead to the needed action.

For example, in a recently organized plant where management thought things were going along smoothly, one employee put it this way:

"It's not just the big things that gripe you. It's the many little things, too, and the general attitude. Some employees who don't really like the union voted for it just to take a slap at the management. It was just their way of expressing resentment.

"The people here don't want a union. It's just that they feel frustrated and don't believe that management cares about them. They feel insecure. They don't get any explanation about their jobs or their pay rates, and they don't know where they fit in the company's plans. The management promotes people without regard to seniority, frequently overlooking old-timers on the job, and too often pays several rates on the same job."

Many managements have wisely taken the time to think through and put into writing statements of the company's objectives and philosophy in dealing with employees . . . a positive demonstration of deep and sincere interest in its people. In such cases it is especially unfortunate if conditions are permitted to arise which give cause for discontent and raise doubt as to management's good faith. Where this happens, obviously company practice and company policy have failed to jibe and there has been a breakdown in communications.

Having a policy, therefore, is only half the story. The real test is in how it works in practice.

Knowing for sure what is happening—and how employees feel about it—is a vital precedent to any intelligent employer action.

III. THE IMPORTANCE OF EMPLOYER ACTION NOW

WHY is it important—*NOW*—for a company to put its plant in order?

The basic reasons are obvious . . . the company seeks a loyal and satisfied work force—productive people, efficiency, and profitability. Over and above these, certain trends on the current scene place special priority on good employee relations:

1. A feeling that other companies can be unionized but "it can't happen here" is dangerously indicative of complacency which can never be justified. Organization is always a possibility.

(Should an organizing drive get under way in the plant, most of the questions which arise will be legal in character and the employer needs to be informed about them. He will also wish to retain competent labor relations counsel.)*

2. Keeping personnel practices in order demands constant alertness and a continuous program to uncover and correct the hidden weaknesses, as well as those that are obvious.
Employers who wait until there is a crisis, find to their consternation that there is no magic solution, no quick-acting industrial relations wonder drug which will effect a fast cure and create satisfaction among employees where the basis for satisfaction may not be present.
3. If an employer feels he is losing the confidence of his employees, the wisest course is to adopt the same approach as he would if he felt he were losing the confidence of his very best customer. First, he would analyze the problem, then try to correct it, re-establishing the customer's confidence—winning him back. *A similar plan of action will work with employees.*
4. When employees believe that they are being fairly treated, that working conditions, wages, fringe benefits and personnel policies compare favorably with those in other jobs available in the community, they will often realize that there is no need for an outside organization to represent them.
5. Above all, there must be recognition on the part of the employer that the healthy condition of employee relations is a necessary requirement for higher efficiency and productivity.

IV. HOW TO STRENGTHEN RELATIONS WITH EMPLOYEES

To make an objective appraisal, nothing is more vital than an open mind. Difficult as it may sometimes be, the employer who is determined to deal with his people in a spirit of complete fairness and to develop a sound and satisfying working atmosphere, will conscientiously lay aside any preconceived ideas or attitudes.

He will then be in a position to grasp what is actually going on in the plant and understand how employees really feel about their jobs and what their attitude is toward management. This knowledge is essential if he is to learn the strengths and weaknesses in the existing set-up and thus determine the wisest course to pursue.

*See NAM's Law Department publication, "Employers' Rights and Obligations Under the Taft-Hartley Act," July 1956

Accepting the need to make employee relations a matter of constant concern and objective review, the question then arises as to *HOW* the employer can put his plant in order. The employer alone can answer this question, but the areas in which he takes action may be summarized in four categories, each of which will be briefly discussed below.

1. *Finding out what is actually going on in the plant, how employees think and feel about their jobs and the company . . . and making the indicated improvements.*
2. *Assuring that the company's wages, benefits and personnel practices compare favorably with those in the community and in the industry.*
3. *Making certain that the supervisor-employee relationship is sound.*
4. *Continuing communications to keep employees fully informed as to the company's progress and problems.*

Looking at these categories one by one, certain facts emerge in each:

1. *Finding Out the Plant Situation and Employee Views*

Seldom is the employer fully aware of what is going on in the plant and the office—or how his people feel about things. Employee attitudes and opinions can be just the opposite of what he *thinks* they are. For this reason alone, an honest effort to find out what is going on—and how employees really feel—is the first step.

Some of the devices which have been successfully used to secure this information include:

- ... attitude survey and employee interviews
- ... closer contacts with foremen to tap knowledge and understanding they acquire through daily association with the rank and file
- ... study of the complaints which employees make
- ... extent of tardiness, absenteeism, turnover
- ... trends in costs and quality maintenance (to the extent that poor morale might be a contributory factor to high cost, high scrap, etc.)
- ... reports on exit interviews with employees who leave the company
- ... examination of other personnel and operating records.

The employer may not need to undertake a formal survey—but if one is made—whether a written poll or personal interviews—assurance to employees that their identities will remain hidden is, of course, a vital ingredient. Since questioning tends to breed suspicion and create rumors, it is frequently desirable to have the poll conducted by outside experts. Skillful, competent interviewers from outside the plant are a “must” if the survey is based on discussions with employees.

Evidence that the employer plans to take action to correct the revealed sore spots—even though such action may require considerable courage—is an equally important aspect of any successful attitude survey. Indeed, without the willingness to apprise employees of results and forthright efforts to take corrective action where needed, the survey or interview program should never be started.

But often much of the information desired can be obtained with fair accuracy through objective records usually available in the personnel department or elsewhere in the organization—through analysis of absentee and turnover rates, accident frequency and severity, and other indices of morale.

The foreman is, of course, a key man in any effort to discover what is actually transpiring in the plant. His constant exposure to employees, his observation of their reactions, their comments and criticisms make him an invaluable source of factual information.

In utilizing his knowledge to the full, however, the employer may want to:

- ... make sure the foreman *himself* shares management's objectives, and understands the problems
- ... is not deterred from passing information up the line to his chiefs because of artificial barriers in the communications chain
- ... is trained to encourage the exchange of facts and ideas with employees
- ... has learned how to merit the confidence of employees and to develop a sympathetic ear
- ... gets management backing for his decisions.

The foreman's role is particularly sensitive in the area of employee complaints. Employees must feel free to come to him and be assured of an audience and of action.

The existence of a workable complaint procedure which employees do not hesitate to use, is an important element in job satisfaction. It constitutes an area which merits the employer's careful attention in any meaningful review of conditions as they exist.

In short, the employer will want to avail himself of any sound method that would be useful in giving him a clear picture of the attitudes and relationships that exist in his plant and office—and how they square with sound policy and practice.

With the information acquired from such sources as these, the employer is in a good position to analyze the company's treatment of employees in the light of sound and accepted practices in industry. This analysis can be expedited by the use of one of the better check lists available today. The top executive may wish to make this analysis on his own—or to appoint an inves-

tigating group composed of key managers and supervisors to work with him in this review, assigning responsible people to follow through.

For the convenience of the reader, a sample check list is provided in an Appendix. In effect, this check list serves as a yardstick against which the executive can determine how his company's policies and practices "measure up." Those questions which he cannot honestly answer in the affirmative will, taken together, give him a picture of the soft spots in the company's employee relations program, indicating those areas where corrections are most needed.

2. Comparing the Company's Wages, Benefits and Personnel Practices with Those in the Community and in the Industry

In any effort to find out the score, this step is a practical and significant one. In fact, *knowing for sure* what other companies are doing with respect to a given personnel practice has much to recommend it—

- ... it has the positive value of demonstrating whether the company is keeping pace
- ... it quickly reveals the areas where the company is vulnerable and where corrective action is indicated
- ... it provides management with useful facts with which to answer employee questions or dispel rumors which arise.

Up-to-date local or industry surveys are frequently already available. If not, they can be conducted—

- ... directly by the employer with the other companies in the labor market area or industry with which the company wishes to compare its practices
- ... through the local employers' association or trade association which generally has had valuable experience along these lines.

The subjects surveyed will vary with the situation but usually include:

- wage rates and wage payment practices
- fringe benefits including
 - insurance
 - hospitalization and pension plans
 - vacations, etc.
- personnel policies and practices.

Some companies go thoroughly into such other matters of interest to employees as discounts, coffee breaks, parking lots, cafeteria practices, luncheon and rest periods, safety, washroom and other facilities.

When the data have been collected, an analytical comparison can readily be made to determine just where the organization stands in relation to comparable firms, and appropriate action taken.

Employees Will Be Interested in Your Findings

Your employees will want to know that they are doing as well as—or better than—their neighbors who are engaged in similar work in other plants in the community. When they know how they stand in this respect, they are less likely to feel the need for an outside organization in order to get and keep the working conditions and opportunities they already have.

There is danger when employees—

- ... do not know how well off they are in comparison with employees in other plants in the area and industry, inasmuch as their employer makes no effort to inform them, or
- ... do not believe the employer's statements or claims because there is no evidence they are based on actual and accurate surveys, or
- ... do not accept employer's conclusions because the credibility of his statements has not been established through an existing communications program.

It is a natural human failing to take for granted the good things we all enjoy. This is particularly true, for example, of company benefit plans—group insurance, hospitalization, pension, etc.—which have been in effect for some time. Employees forget—and, in fact, may have never been fully aware of—the provisions of these plans and the benefits they provide. The resultant lack of appreciation can be forestalled only by continuing efforts to resell the various values of the benefit programs—not only to the employee, but to his wife and family.

The same is true with personnel policies and wages. Employees need constant “reminders” lest they forget the extent of the company's efforts to make the organization a good place to work.

3. Making Sure That the Supervisor-Employee Relationship Is Sound

Employee satisfaction and morale depend to a large extent on:

- ... well-publicized company policies, and
- ... the manner in which the supervisor interprets these policies and administers them from day to day in the work place.

Thus, any program designed to increase employee satisfaction must take account of the need to develop the supervisor's ability to handle these day-to-day situations and to improve his relations with the people he supervises. It should include *training* and *information* with respect to:

- A. The supervisor's knowledge and understanding of the company's policies and his ability to answer effectively the questions of employees.

B. The foundations of good human relations:

- ... treating people as important individuals
- ... regular interviews with individual employees to discuss their progress
- ... giving credit where due—publicly; but censuring in private
- ... telling employees in advance about changes that will affect them
- ... making the best use of each person's ability
- ... developing individual potential.

C. Knowledge in handling the personnel problems of employees within the framework of company policy.

D. Developing employee understanding of the company's philosophy and concern for their well-being . . . providing evidence that the company cares and shares. Ways and means of building employee loyalty toward the company, of creating confidence in management.

E. What management people can do and say under the Taft-Hartley Act with particular emphasis on the free speech privilege.

F. Sound economics (i.e. the risk-taker is entitled to a return, etc.).

Aside from the necessary experience and training the supervisor-employee relationship cannot develop properly unless the supervisor is afforded the:

- ... recognition
- ... status
- ... authority
- ... compensation
- ... personal security
- ... guidance and assistance
- ... backing of top management

he needs to go with his responsibilities as a member of the management team.

4. Continuing Communications to Keep Employees Fully Informed

The judgment of employees is only as good as their information.

When there is a lack of information, misunderstanding flourishes. *Informed employees are intelligent teamworkers.* Their questions and suggestions reveal their interest in what's going on and their response to management's efforts to keep them "in the know" about what's been accomplished and what's ahead.

The successful communications program has certain specific characteristics. For example:

- It is closely identified with the employee's own interests. The company makes certain that the approach adopted, the ideas presented and the

terms used, fall within the context of the employee's own personal experience, and meet his needs and desires.

It, therefore, bears down heavily on themes like job security and job opportunity, what the company is doing that means gains for workers and how company progress is shared with employees.

- It makes maximum use of day-to-day situations, particularly at the foreman-employee level, recognizing that job induction, instruction, training, safety talks, discipline, present valuable opportunities for building employee loyalty and understanding of the company's genuine concern for employees.
- It thrives on mutual confidence and trust.
- It is a continuing exchange of facts and ideas back and forth, so that management and employees become accustomed to talking and listening to one another. (In contrast, the sudden barrage of data—aimed at correcting a critical situation—is likely to bewilder employees and make them skeptical.)
- It recognizes that the first-line supervisor is management's most effective voice, as well as its best eye and ear. It therefore works toward cultivating his capacity as a trained communicator.
- It respects the intelligence of employees and avoids "talking down."
- It is "tailor-made" to company size, requirements and limitations, fully recognizing that the occasional brief and simple message from the company president is far more effective than any "canned" series of letters or booklets.

None of these criteria demands a costly or elaborate set-up, or specialized staff of any kind. They do, however, require:

coordinated effort, initiated by top management, to secure a greater degree of employee allegiance and sympathetic understanding.

Some of the questions that confront the interested employer are these:

a. **WHAT ARE MY OBJECTIVES?**

What do I want to achieve?

Do I have some specific goals?

... higher morale?

... awareness of company problems?

... constructive cooperation in each changing situation?

b. **HOW CAN I GET STARTED ON AN EFFECTIVE PROGRAM**

... or how do I give new life to the one I have under way?

Some suggested steps include:

Enlist the cooperation and assistance of all levels of supervision —

... discussing the importance of establishing such a program

- ... getting their suggestions and ideas on what the program should contain—what subjects should be talked about and what media should be used.

Key the program to the current industrial relations “climate” in the plant, taking full account of employee thinking and rumors.

Decide on the actual subject to start with and how to start.

Sell the program to employees—

- ... explaining in detail why management is setting up a communications program

- ... making a direct bid to employees to suggest areas in which they want information.

c. WHAT SHALL I TALK ABOUT?

Essentially, a company will find it pays to talk about the things employees are interested in—and, of course, to discuss as well the matters the employer feels they will want to know about. Surprisingly, these subjects often dovetail almost completely!

Briefly, it's a good idea to talk about:

what employees want to know, i.e.—

- ... what the outlook is for the business

- ... where the organization is going

- ... what is expected of them and how they're measuring up

- ... what company products are—how they're made and where they go

- ... what company policies are—and how they affect employees

evidences of the company's concern for its people, demonstrated by:

- ... good wages and salaries, fairly determined

- ... the company's efforts to provide steady work and pay

- ... advantages of employment with the company—employee benefits, chances for advancement, etc.

- ... sound personnel policies and practices

- ... healthy and safe working conditions

rumors which can be laid to rest

the important role of the employee as a “partner” in the enterprise

how the employee's job security is related to:

- ... company progress and planning

- ... new methods

- ... new products

- ... new equipment and plants

- ... cost reduction

- ... competition

- ... advertising

- ... high quality work and customer satisfaction, etc.

economic and controversial issues which concern the employee, who may share the employer's point of view if he has access to the same facts.

d. HOW SHALL I GET THIS INFORMATION TO MY PEOPLE?

The most effective methods are those which encourage frank and open exchange of straight-from-the-shoulder views about the things that concern both the employer and the employee. Foremost among these are the daily, face-to-face contacts between supervisors and subordinates at all levels. It is here—at the work place—that the employee relations atmosphere is established, for good or ill.

The first-line supervisor is in a strategic position. He is in the best spot to:

- ... transmit employee thinking, views, questions and wishes to the employer
- ... transmit the employer's policies, plans, activities and problems to employees

Recognition of the supervisor's pivotal role enables top executives to give special attention to factors which make front-line management effective, including:

- ... giving supervisors full and advance information regarding company policies, programs, plans, developments, etc.
- ... assuring existence of an open channel of communications from the supervisor to top management, by analyzing and eliminating the barriers
- ... teaching foremen to "listen" to employees and thereby to recognize friction spots and areas of discontent which may be building tensions
- ... helping the supervisor to combat misunderstanding and misinformation that exists in the minds of employees
- ... dispelling false rumors with facts and figures
- ... refraining from "passing the buck" to supervisors when unpleasant news must be transmitted
- ... giving credit and recognition to the supervisor who does a good job of communicating.

Written communications from management in the right tone and character are also essential and have an important part in any company program. Among the more useful are:

- ... employee bulletins
- ... letters to employees' homes

- ... plant newspapers and magazines (need not be elaborate or costly)
- ... employee handbooks
- ... booklets, etc.

The interested employer will find many useful tools are available to assist in making the most of written media.

The employer who consistently does a better job of telling the company story will find, when the chips are down, that his employees have a reserve of factual knowledge on which to draw and on which to base their decisions.

Much more basic, where employee communications are regarded as a way of life in industry, there is a sound foundation for cooperation and productivity which makes for harmony in the work group and individual satisfaction on the job.

APPENDIX

A Check List for the Use of Industrial Executives

This check list is designed to assist top management in taking the pulse of employee morale. Questions which cannot be answered affirmatively, with a check before the question, indicate areas where corrective action may profitably be taken.

If someone were paid to find your weak spots, how would you rate with respect to:

1. *Favoritism*

- ☐ Do supervisors assign work to employees in a fair and equal manner?
- ☐ Are supervisors impartial in their dealings with the people they supervise?
- ☐ Do supervisors "play favorites?" Do they give some employees special privileges and deny them to others?
- ☐ Is there an established procedure to insure fair administration of discipline?
- ☐ It is followed consistently?
- ☐ Is overtime distributed equitably and in accordance with a pre-determined plan?
- ☐ Are plant policies involving employee conduct administered in the same way to all employees?

2. *Seniority*

Does the company have a definite, written policy that states how seniority is acquired and retained and how it would function in situations such as:

- ☐ layoff? ☐ recall? ☐ promotion? ☐ transfer?
- ☐ When skill and ability are equal, is seniority the determining factor?
- ☐ Is adequate consideration given to length of service in determining eligibility for other employee rights and privileges such as vacation preference, preferential jobs, etc.?
- ☐ Are accurate seniority lists kept?
- ☐ Do all employees know how the seniority system works and how it will affect them?

3. *Grievance Procedure*

- ☐ Does the company have a written, systematic, step-by-step method for handling employee grievances and complaints?
- ☐ Are employees familiar with the procedure?
- ☐ Are employees encouraged to get their complaints out in the open?
- ☐ Do employees feel that they can present a grievance without fear of reprisal?
- ☐ Does management keep the aggrieved employee advised as to the status of his complaint?
- ☐ Are grievances settled promptly and in an orderly fashion?
- ☐ Are supervisors trained in the handling of grievances?
- ☐ Are there any long-standing, unsolved grievances?

4. *Wages*

- ☐ Does the company pay fair and reasonable wages?
- ☐ Do the company's wage rates compare favorably with those in other companies in the same industry?
- ☐ In the same area?
- ☐ Are there any wage rate inequities?
- ☐ Does the wage structure provide for differentials to compensate for additional skills required in higher-rated jobs?
- ☐ Are job descriptions available?
- ☐ Have jobs been evaluated on the basis of their actual elements?
- ☐ Are evaluations up-to-date?
- ☐ If a company has an incentive plan, do employees understand how it works?
- ☐ Do they know the method by which job standards are set?
- ☐ Are new time and motion studies made when new elements are added to or subtracted from a job where operations have been changed?
- ☐ Do employees feel free to discuss pay matters with their supervisors?
- ☐ When an employee is promoted to a new job, does he get a raise in pay promptly?
- ☐ Are there any justifiable "gripes" on wages?

5. *Working Conditions*

- ☐ Are the work areas made as pleasant and attractive as feasible?
 - ☐ ventilation? ☐ lighting? ☐ equipment arrangement?
- ☐ Has care been taken to avoid conditions contributing to unusual:
 - ☐ heat? ☐ noise? ☐ dust? ☐ odor?
- ☐ Have hazardous conditions been eliminated?

- _____ Do working conditions compare favorably with other companies in the area?
- _____ Are employees provided with convenient facilities which meet expected standards?
 - _____ wash rooms? _____ drinking fountains? _____ eating facilities?
 - _____ locker or other space for clothes and personal articles?
- _____ Are employees provided with work equipment and supplies adequate for safe and efficient work of the required standard?
- _____ Is reasonable latitude provided to accommodate the employee's preference?
- _____ Are employees in comparable jobs provided comparable equipment and facilities?

6. *Supervisors*

- _____ Are supervisors trained to regard each employee as an individual whose dignity and self-respect should be recognized?
- _____ Does the employee have adequate opportunity to discuss, with his supervisor, problems confronting him or related to his job?
- _____ Does he feel free to discuss grievances and personal problems?
- _____ Does he do it?
- _____ If not, does the employer know why?
- _____ Are supervisors careful not to be overbearing or inconsiderate in their manner?
- _____ Does the individual employee recognize that his supervisor has a personal interest in his welfare?
- _____ When supervisors discipline employees:
 - _____ Do they avoid sarcasm?
 - _____ Do they refrain from shouting and "bawling out" their people in front of others?
 - _____ Is their criticism constructive and is it always done in private?
 - _____ Do supervisors compliment people when they deserve it, and give credit for a job well done?
 - _____ Do employees respect their supervisors—not harboring hidden resentments which prevent wholesome regard for their boss?
 - _____ Do employees feel that they are treated fairly?
 - _____ Do employees feel that their supervisor will "go to bat" for them?

7. *Personnel Policies*

- _____ Are all personnel policies in writing?
- _____ Are they reviewed periodically and kept up-to-date?
- _____ Are they sound and fair?
- _____ Are they in line with area practice?
- _____ Are they administered consistently?

- _____ Do employees know what these policies are?
- _____ Are new employees carefully indoctrinated through a systematic job induction program, where they become familiar with plant history, management philosophy, specific regulations and products?
- _____ Is orientation personalized and followed through until the employee feels "at home"?
- _____ Does each employee understand clearly what his job is, what his responsibilities and privileges are?

8. *Employee Benefits*

- _____ Do employees know how benefits they enjoy compare with those in other plants in the area?
- _____ Are the particular needs of employees carefully considered in developing the program?
- _____ Are employees given sufficient information about benefit plan values to maintain understanding and appreciation at a high level?

9. *Advancement*

- _____ Are promotion policies administered fairly and consistently?
- _____ Are they based on skill and ability with proper regard for length of service?
- _____ Are the lines of progression established and are they followed?
- _____ Are they based on promotion from within?
- _____ Are seniority rights respected?
- _____ Are they tied in with a well-defined organizational set-up with job descriptions and information on qualifications?
- _____ Are promotion policies discussed with employees?
- _____ Do employees feel they have reasonable opportunities to get ahead?
- _____ Do they feel that they will be given fair consideration when better jobs open up?
- _____ Does the company try to help employees develop their potential for higher skilled jobs?

10. *Listening and Talking to Employees*

- _____ Are employees kept informed on company plans, policies, "news," etc.?
- _____ Is the communications program personalized so that each employee feels that management has an interest in the individual?
- _____ Do members of management make regular tours of the plant and office?
- _____ Are the suggestions and opinions of employees given careful consideration and if they cannot be utilized fully are the reasons explained?

- ____ Are new and useful communications techniques frequently considered for what they may offer by way of improvement?
- ____ Is the importance of the "upward flow" recognized and are employees encouraged to pass their thinking and reactions on to supervisors?
- ____ Does the company's communications system scoop the "grapevine?"
- ____ Is the effectiveness of the system reviewed periodically?

11. *Employee Attitudes*

- ____ Do you know what employees *really* think about the company, their jobs and their supervisors?
- ____ Are employee attitudes friendly and cooperative?
- ____ Is the company constantly alert to conditions of possible employee unrest?
- ____ Is employee turnover at a low level?
- ____ Do you know the real reasons for the voluntary quits?
Are they chargeable to:

____ poor supervision	____ pay levels or methods
____ lack of job security	____ working conditions
- ____ Are increases in the number of gripes and complaints carefully noted and analyzed?
- ____ Are "don't care" attitudes at a minimum?
- ____ Is efficiency at satisfactory levels?
- ____ Are supervisors alert for—and do they keep top management informed on—any change in the attitudes of employees?
- ____ Have you made a recent study of employee attitudes and morale?
- ____ Does your company rate high as a place to work in the community?
- ____ Do employees have a sense of pride in the company?
- ____ Do they have a feeling of belonging?
- ____ Is adequate attention given to industrial recreation as a means of building employee satisfaction?

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