

Personnel policies
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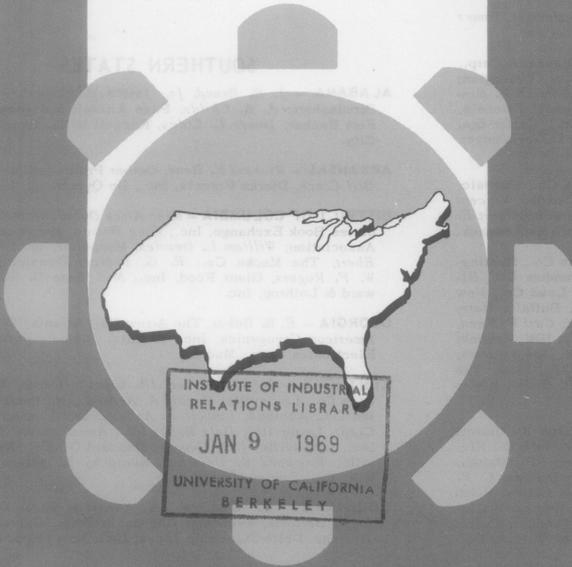
84

PERSONNEL POLICIES FOR
UNORGANIZED EMPLOYEES

(**P**ersonnel
Policies

Forum[®]

Survey no. 84)



THE BUREAU OF NATIONAL AFFAIRS, INC., WASHINGTON, D. C.

What Is The Personnel Policies Forum?

The Editors of The Bureau of National Affairs have invited representative personnel and industrial relations executives to become members of the 1967-68 Panel of the PERSONNEL POLICIES FORUM. These Panel members are top personnel officials in all types of companies, large and small, in all branches of industry and all sections of the country.

At regular intervals throughout the year BNA editors ask the members of the Panel to outline their policies and procedures on some important aspect of employment, industrial relations, and personnel problems. From these replies, the editors complete a survey report on the problem, showing prevailing practices, new wrinkles and ideas, and cross-section opinion from these top-ranking executives.

In many cases, the comments, suggestions, and discussions are reproduced in the words of the Panel members themselves. In effect, survey users are sitting around a table with these executives and getting their advice and experience on the major problems in this field facing all companies this year.

Results of each PERSONNEL POLICIES FORUM survey made during 1967-68 are printed in a special survey report which is sent, as part of the service, to users of these BNA labor reports:

Labor Relations Reporter; Labor Policy and Practice; Daily Labor Report; White Collar Report; Retail Labor Report; and Government Employee Relations Report.

The 1967-68 Panel

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(Continued on inside back cover)

PERSONNEL POLICIES FOR UNORGANIZED EMPLOYEES

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INTRODUCTION

Executives on the 1967-68 Personnel Policies Forum showed considerable interest in the subject "Personnel Policies for Unorganized Employees" when they replied to a preliminary questionnaire on possible survey topics. BNA's Research and Special Projects Division also gets many questions on this subject. So our second survey in the 1968 series deals with this topic.

The information presented is based on the replies of the personnel and industrial relations executives on the Forum, who are listed on the inside covers. Sixty percent of the participants are from larger companies--companies with more than 1,000 employees; 40 percent are from "smaller" companies--those with less than 1,000 employees. It should be noted that, due to rounding, percentages will not add up exactly to 100 in all cases. Where no distinction is made between larger and smaller companies, it is because there is no significant difference in percentages.

In this survey, "unorganized" refers to any employee who is not covered by a union contract. Thus it includes both exempt and nonexempt employees as defined in the regulations issued under the Fair Labor Standards Act. For certain questions on the survey, some responding Panel members point out that there are different policies for different employee groups. Sometimes the difference is based on exempt-nonexempt status; sometimes it is based on hourly-salaried status; and othertimes it is based on job classification. For the most part, however, Panel members indicate that policies are uniform with respect to unorganized employees.

Briefly, here are the major findings of this survey:

- While 27 percent of the members of the Panel report that their production and maintenance employees are totally unorganized, 79 of the Forum companies say that their clerical employees are unorganized, and 84 percent state that their technical and professional employees are totally unorganized.
- Of the companies that are partly organized, nearly three fourths state that pay increases for unorganized employees do not come at the same time as increases that are negotiated.
- Nearly three fourths of the companies give increases under a formal merit plan, but only one fourth have a plan for length-of-service increases.
- Incentive bonuses are paid by 13 percent of the Forum companies, and 35 percent report having other bonus plans for unorganized employees.
- About three fourths of the companies have a formal job evaluation for unorganized employees.
- Three fourths of the Panel have a probationary period for unorganized employees.
- In the great majority of Forum companies, unorganized employees work an eight-hour day, 40-hour week.

- Time and one-half is the overtime pay rate in 83 percent of the companies. Another 15 percent say that the overtime rate varies.
- More than half of the Forum companies state that they have no penalty for tardiness for unorganized employees.
- Eighty-nine percent of the companies have a pension plan for their unorganized employees. Of this percentage, about two thirds pay the entire cost, without any employee contribution.
- The most prevalent vacation benefit for unorganized employees is two weeks after one year of service, three weeks after 10 years of service, and four weeks for 19 to 20 years' service.
- All the companies have hospitalization insurance for their unorganized employees. More than half pay for this insurance in full, without any employee contribution.
- Ninety percent of the Forum companies have major medical insurance for their unorganized employees. In more than half, both employee and company contribute toward the payment of this insurance.
- All the companies have life insurance for unorganized employees; both company and employee contribute to payment in more than half of the companies.
 - Accidental death and dismemberment insurance is provided by eight of 10 of the companies.
 - Eighty-three percent of the Forum companies have a paid sick leave plan.
 - Slightly more than one third of the companies grant paid personal leave.
 - About three fifths of the companies have long-term disability insurance.
 - Termination pay is provided in slightly more than three fifths of the companies.
 - Slightly more than one third of the companies have formal training programs for their unorganized employees.
- About two fifths of the companies report that seniority is a major factor in promotion and transfer, but about three fifths say it is a major factor in layoff and recall.
- A formal grievance procedure is in effect in 30 percent of the companies, but only 11 percent provide grievance arbitration.
- Unorganized employees participate in developing company policy in 28 percent of the Forum companies.
- About two thirds of the companies report having instituted new personnel practices for unorganized employees within the past five years. New practices mentioned most often are in the areas of insurance and vacation.

PERCENTAGE OF UNORGANIZED EMPLOYEES

Predictably, organization in Forum companies is strongest among production and maintenance employee groups and weakest among clerical and technical and professional groups. Slightly more than one fourth of the companies report that their production and maintenance employees are totally unorganized, while 79 percent say this is true of the clerical group, and 84 percent say that the technical and professional group are totally unorganized.

Following is a table showing the extent to which the different employee groups are organized:

Extent to Which Employee Groups are Organized

	<u>Production & Maintenance</u>			<u>Clerical</u>			<u>Technical & Professional</u>		
	<u>All Cos.</u>	<u>Larger</u>	<u>Smaller</u>	<u>All Cos.</u>	<u>Larger</u>	<u>Smaller</u>	<u>All Cos.</u>	<u>Larger</u>	<u>Smaller</u>
Totally Organized	46%	43%	50%	2%	3%	--%	2%	3%	--%
Totally Unorganized	27	22	35	79	77	83	84	82	88
Partly Organized	27	35	15	16	18	13	9	12	5
Not Specified	--	--	--	3	2	5	5	3	8

Following is a table showing the percentage of unorganized employees within Forum companies. For example, 16 percent of all the companies report that between 50 and 79 percent of their employees are unorganized.

Percentage of Unorganized Employees within Companies

	<u>0-19% employees</u>	<u>20-49% employees</u>	<u>50-79% employees</u>	<u>80-99% employees</u>	<u>100% employees</u>	<u>Percent not specified</u>
All Companies	10%	37%	16%	8%	27%	2%
Larger	8	37	22	8	22	3
Smaller	13	38	8	8	35	--

PAY, PROMOTION POLICIES

Timing of Increases

If the work force is partly organized, do pay increases for unorganized employees come at the same time as increases that are negotiated? Almost three fourths of the companies that are partly organized answer "no." Seventy-seven percent of the smaller companies and 71 percent of the larger ones do not time the increases together.

The comments of two executives on this topic indicate a somewhat flexible position, but two others are more emphatic about keeping increases for unorganized employees separate from those negotiated. The personnel director of a smaller company says that the timing is not generally the same, "but it could occur where adjustments are warranted." Timing of increases for organized and unorganized groups at one larger company is the same for "some but not for most." According to the Manager of Special Employee Problems at another larger company, his company tries "whenever possible . . . to grant our general increases to [unorganized employees] ahead of increases granted to the organized." The following comment details the policy of a smaller company on this subject:

In our company, wage increases for unorganized employees are not scheduled at the same time as, nor are the amounts tied to, those which are negotiated. Unorganized employees are normally considered for wage increases on their respective anniversary dates. Because wage levels have risen so much during the past 18 months, we recognized the need to step up the wages of our unorganized employees. Therefore, we shortened normal wage consideration dates by from six to eight months. By doing so we avoided a general increase at one time and maintained our policy of not tying increases for unorganized employees to those given organized groups. --John B. O'Brian, Director of Industrial Relations, Leonard Refineries, Inc., Alma, Mich.

Twenty-seven percent of the companies that are partly organized -- 29 percent of the larger and 23 percent of the smaller -- report that increases for unorganized employees come at the same time as increases that are negotiated. "Slight timing variances have occurred depending upon anticipated

increases to be given at the bargaining table," an executive from a larger company notes. At another company, hourly paid supervisors get increases at the same time as organized employees get theirs, but increases for unorganized salaried employees come at a different time. Similarly, another company's policy is to coincide increases "for hourly employees at the location involved."

One executive of a company that is not organized at all points out that his company "follows industry pattern religiously," when it comes to the timing of increases.

Method of Payment

All unorganized employees in 46 percent of the Forum companies are paid on a salary basis. Twenty-seven percent of the companies report that unorganized employees are paid on an hourly basis, and another 27 percent state that their unorganized employees may be paid on either a salary or hourly basis. Comments from this latter group include: "about 50 percent of our employees are paid on an hourly basis;" "mostly salaried;" "all production & maintenance and some clerical are hourly;" "1200 out of 3800 unorganized are hourly;" "and "nonexempt are hourly." An unusual approach to the subject of method of payment is described this way by an executive from one of the smaller companies:

After three years of service all hourly employees (shop included) are put on salary. --Fred J. Lambert, Manager of Industrial Relations, Handy & Harman, Fairfield, Conn.

Increases Under Merit Plan

Almost three fourths of the companies give increases under a formal merit plan -- 73 percent of the larger ones and 75 percent of the smaller ones. An executive from one of these companies comments on the success of the plan:

Our six months merit review system is one of the most effective practices to reward performance and allow each individual to move up within his rate range at his own pace.

Related to this is an annual organizational audit which compares all individuals within each classification at the same time. This practice makes it possible to identify and correct salary or wage inequities. This is performed during the first quarter of our fiscal year. --Personnel Director, Larger Company.

Eight percent of the companies report that they give increases under a merit plan to some unorganized employees, but not to all. Half of this group states that only unorganized salaried employees are given increases in this manner. One executive explains that the policy applies only to technical and professional unorganized employees -- unorganized clerical employees are not on the formal merit plan.

Length-of-Service Increases

In contrast to the 74 percent of Forum companies that give increases under a formal merit plan, only 25 percent have a plan for length-of-service increases. Two percent of the companies indicate that they have a plan for length-of-service increases for some of their unorganized employees.

Incentive Bonuses

Thirteen percent of the companies -- 15 percent of the larger and 10 percent of the smaller -- pay incentive bonuses to unorganized employees. In one company, the incentive plan is for "managers and assistant managers in our service stations," and in another company the incentive plan is limited to top management.

Other Bonus Plans

Other bonus plans for unorganized employees are operated by 43 percent of the smaller companies and by 30 percent of the larger -- 35 percent of all the companies. However, a number of these limit their bonus plans to certain groups: "for salaried only;" "for office clerical only;" "for exempt managerial only;" "for top executives only;" "for certain high level professionals." One larger company that is partly organized emphasizes that its bonus plan is for unorganized employees only.

The bonus plan mentioned most often by Panel members is the general year-end bonus -- 31 percent of the firms that have bonus plans describe it this way: "one week's pay provided at year end;" "annual bonus of four percent of earnings for calendar year;" "annual bonus of fixed percentage;" "year-end bonus based on percentage of profits."

Fourteen percent of the Panel companies that pay a bonus refer to it as a Christmas bonus. At one smaller company, this bonus is equal to one month's salary, and at a larger company, one fourth of a month's salary.

Other bonus plans, listed in order of frequency are: profit-sharing, sales commission, sales incentive bonus, bonus for tips leading to sales, productivity sharing plan (Rucker Plan, for factory only), bonus for multiple-machine operation, bonus for shift differential, merit bonus (salaried only), safe-driving awards, vacation bonus (\$100 to nonexempt employees), and a semi-annual bonus (discretionary, for exempt only).

Formal Job Evaluation

Almost three fourths of the companies have a formal job evaluation for unorganized employees. At two companies, however, this is true only for some unorganized employees. One executive says that his firm has a formal job evaluation for most of its employees, while another specifies that all employees have a formal job evaluation.

Probationary Period

Three fourths of the Forum companies have a probationary period for their unorganized employees.

Formal Training Programs

About one third of all the companies -- 45 percent of the larger ones and 20 percent of the smaller -- provide a formal training program for unorganized employees. As might be expected, several of these companies have training programs only for certain jobs. An executive from one of the larger firms notes that his company has some formal training programs, but that most are informal. One of his colleagues from a smaller company describes his firm's program as on-the-job training with supplemental classroom courses.

Of the companies that do not have formal training programs, one adds that it does provide such training for field sales personnel.

Seniority

Seniority is a major factor in the promotion and transfer of unorganized employees in 39 percent of the companies -- 47 percent of the larger and 28 percent of the smaller. A few Panel members, though, qualify their companies' position in these ways: "other qualifications being equal;" "seniority must be accompanied by ability;" "for the hourly jobs;" "not in all instances."

When it comes to layoff and recall, seniority is more important than it is in promotion and transfer. Nearly six of 10 companies regard seniority as a major factor in layoff and recall -- 65 percent of the larger ones and 48 percent of the smaller ones. Thirteen percent of the Panel members consider the question of seniority in layoff and recall as "not applicable," because their firms have never had any layoffs. Seniority is not a major factor in the layoff and recall policies of 29 percent of the members.

WORKING TIME

Hours Per Day

All unorganized employees work an eight-hour day at 86 percent of the Forum companies. At seven percent of the companies, hours per day vary -- between eight and 10 hours; eight and seven and one-half; three and eight; eight and seven and one-fourth. One larger company lists its hours per day schedules for different employees as: "eight, nine, 10, 12, and 13." At another larger company, "most production & maintenance employees are on a variable workday; from eight and one-half to 10 and one-half hours, depending on seasonal cycle. All clerical, technical and professional employees are eight hours per day."

Four percent of the companies state that their unorganized employees work seven hours per day. The vice president of one of these firms reports that although seven hours are scheduled, approximately six actually are worked.

One percent of the Forum companies schedule workdays of seven and three-fourths hours. The same percentage is reported for each of the following workdays: seven and a half; seven; and nine hours.

Hours Per Week

With the exception of four companies, unorganized employees apparently work a five-day week in all Forum companies. Eighty-six percent of the companies state that their regular workweek is 40 hours; the hours per week at all other companies but four amount to multiples of five. The four exceptions include: a manufacturer that has eight to seven and a half hours per day, but $37\frac{1}{2}$ to 42 hours per week; a grocery firm that has three to eight hours per day, but 12 to 45 hours per week; a manufacturer that has eight, nine, 10, 12, and 13 hours per day, but 40, 42, 45, and 56 hours per week; and a department store chain that has eight to $7\frac{1}{2}$ hours per day, but 40 to 58 hours per week.

Overtime Pay Rate

Time and one half is the overtime rate for unorganized employees in 83 percent of the companies (82 percent of the larger and 85 percent of the smaller). A few companies note that this is the rate for nonexempt employees and that employees in exempt positions are not paid overtime. At one of these firms, exempt employees are given compensatory time off for extra work. Sales jobs are excepted from the time and one-half overtime policy at another company.

A varied overtime rate is the policy of 15 percent of the Forum companies. For four of these companies, time and one half is paid for work past the regular eight hours, then doubletime rate is paid for work over 12 hours. A savings and loan company, with a regular workweek of 35 hours, pays straight time between 35 and 40 hours, and time and one half over 40 hours. Time and one half is paid for work over 40 hours at a manufacturing company that has a regular workweek of 45 hours. An electric company has three different overtime rates for unorganized employees; time and one-half, doubletime, and triple-time. Three manufacturers pay time and one-half for more than eight hours per day, time and one-half for all work done on a sixth workday, and doubletime for all work on a seventh workday. One of these firms pays exempt employees who make \$650 per month at straight time, \$1.88 per hour extra for all scheduled hours in excess of 44 hours per week.

One percent of the Forum companies pay no overtime, and another one percent pay doubletime.

Salary Cutoffs

Panel members were asked if there's a salary cutoff beyond which no overtime pay is allowed for unorganized employees. About six of 10 companies report that there is no salary cutoff -- 52 percent of the larger companies and 65 percent of the smaller. Of the approximate four in 10 companies that do have a salary cutoff, several say that it applies only to exempt employees. One executive says the cutoff is for salaried personnel only, and another explains that his firm attempts to limit the workweek to 60 hours, but that it "still compensates at appropriate overtime rate. For exempt payroll, limit overtime compensation maximum to \$461.54 per week or \$2000 per month."

Weekend Premiums

Do Forum companies give premium pay for Saturday or Sunday as such? Thirty-eight percent say "yes" for Saturday, while 65 percent say "yes" for Sunday.

Two companies that pay premium pay for Saturday limit it to nonexempt employees. An executive from one of the smaller companies describes the premium pay as "time and one-half plus shift differential."

A few of the companies that pay a premium rate for Sunday also limit this to certain groups: "nonexempt only," "applies only to clerical and technical groups," "some hourly groups."

The director of industrial relations at one larger company states that premium pay is given for Saturday or Sunday "sometimes."

Holiday Premium Pay Rates

Considerable variety marks the policies of Forum companies with regard to holiday premium pay rates. The rate cited most frequently is time and one-half -- by 31 percent of the companies. Second most frequently mentioned rate is doubletime -- by 28 percent.

Seven percent have no holiday premium pay rate; five percent say the rate varies. For one of these companies, the variation depends on "area practice;" at another company, unorganized employees have a choice between straight-time rate plus holiday pay or the overtime rate (time and one-half). Work on four unspecified holidays commands double and one half-time at one company. This company pays time and one-half for work on two remaining holidays. One of the larger companies pays either time and one-half or doubletime for holidays, while a smaller company's rates vary between double and one-half time and doubletime.

Additional holiday pay rates listed by Forum companies include: holiday pay plus time and one-half (six percent); triplete (five percent); doubletime plus holiday pay (five percent); double and one-half-time (four percent); straight time plus holiday pay (three percent); double and one-half time plus holiday pay (one percent). One company pays time and one-half for all hours worked over 32 in a holiday week. Another firm, in the service industry, has a policy not to work holidays.

The Time Clock

Almost half (48 percent) of the companies do not require unorganized employees to punch a time clock. Of the 52 percent that do have time clocks, about two fifths point out that this applies only to some groups. They comment: "Only nonexempt punch clock;" "all hourly and some salaried;" "only hourly;" and "production and maintenance do, technical and professional do not."

Penalties for Tardiness

There is no penalty for tardiness in 53 percent of the companies (55 percent of the larger and 50 percent of the smaller). Several executives qualify their answer to this question, however, indicating that although there is no set rule, discipline is employed in excessive cases. A few remark that employees are paid only for time worked.

Of the 47 percent that have a penalty for tardiness, six companies note that the policy applies only to some groups: "nonexempt only," "hourly," "production and maintenance." One company invokes the penalty only for tardiness beyond six minutes.

Rest Periods

Paid rest periods are provided for unorganized employees in 40 percent of the Forum companies, and paid coffee breaks in 48 percent of the companies. Sixteen percent have rest periods and coffee breaks combined.

Two companies limit their paid rest periods to female employees, while another firm has them for production and maintenance employees only. Still another company limits paid rest periods to clerical and technical employees, and another has them during night shifts only.

Following is a table showing the length and frequency of paid rest periods for unorganized employees, based on the number of companies that have paid rest periods. The "other" category includes rest periods that vary in length and frequency by plant, and those that do not specify length or frequency. One company in this category leaves length and frequency up to the employee's discretion.

Length and Frequency of Paid Rest Periods

	<u>All Companies</u>	<u>Larger</u>	<u>Smaller</u>
One rest period, 10 minutes	7%	4%	12%
Two, 10 minutes	42	46	35
Two, 12 minutes	2	4	--
Two, 15 minutes	20	25	12
Other	29	21	41

Four companies that have paid coffee breaks describe them as informal; two say they are for office employees only; one says that they are limited to clerical, technical and professional employees; while another says they are for clerical and technical employees.

Below is a table showing the length and frequency of paid coffee breaks in the companies that have them. As in the table on paid rest periods, the "other" category includes coffee breaks that are informal, those that vary according to plant, and those whose length and frequency are not given.

Length and Frequency of Paid Coffee Breaks

	<u>All Companies</u>	<u>Larger</u>	<u>Smaller</u>
One coffee break, 10 minutes	4%	-- %	8 %
One, 15 minutes	6	8	4
Two, 10 minutes	39	38	40
Two, 12 minutes	2	--	4
Two, 15 minutes	16	25	8
Other	33	29	36

Of the 16 percent that have combined rest periods and coffee breaks, slightly more than one half give the frequency and length as two times, 15 minutes each. Two combined breaks, each 10 minutes long, is the policy of two companies, while another has two breaks that are 12 minutes long, and another has two that are each 20 minutes long.

FRINGE BENEFITS

Cash-Benefit Plans

The table below gives the frequencies of various cash-benefit plans that are available to unorganized employees in Forum companies. Discussion of the different plans follows the table.

Frequency of Cash-Benefit Plans

	<u>All Companies</u>	<u>Larger</u>	<u>Smaller</u>
Pension plan	89%	92%	85%
Profit-sharing plan	25	22	30
Stock-purchase plan	27	32	20
Savings plan	13	18	5

Of the companies that have pension plans for their unorganized employees, 67 percent report that the company pays all the cost. One executive notes that unorganized employees at his firm have the option of making additional contributions to enlarge the retirement income.

Thirty-two percent of the companies finance the plans through contributions from both the company and the employee. Two companies have more than one pension plan; under some of the plans, the company pays all the costs and under others, both company and employee pay. At Lytton's Inc., a Chicago department store, the company pays all the pension-plan cost for employees making less than \$4800, and both company and employee contribute in cases where the employee makes more than \$4800. A life insurance company reports that "medical expense insurance, group life, and retirement are all in one package. The company pays about 50 percent of the cost."

Only one fourth of the companies have a profit-sharing plan for unorganized employees. One company bases retirement contributions on profit, another has profit-sharing only for exempt employees, and a third one limits the plan to salaried employees.

Two companies limit their stock purchase plans -- one "for salaried only," the other "for executives only." Two others link stock purchase with a savings plan to which the company contributes.

Although it does not have a profit-sharing plan as such, one of the smaller companies has a stock purchase plan that is based on a share of company profits for the company contributions.

Thirteen percent of Forum companies offer a savings plan for unorganized employees to which the company contributes. As mentioned above, the savings plans at two of these companies are connected with stock purchase. One of the larger companies provides a savings plan only for salaried and exempt employees.

Paid Vacations

Paid vacations are one of the benefits given to unorganized employees by all responding Forum companies. With regard to length of service requirements for vacation, the most prevalent vacation schedule would be two weeks after one year's service, three weeks after 10 years' service, and four weeks after 19-20 years' service. Less than half of the Forum companies provide a one-week vacation, 25 percent have a five-week vacation, and only a few offer a six-week vacation.

The table that follows shows the various service requirements that unorganized employees must meet for one-, two-, three-, four-, five-, and six-week vacations.

Minimum Service Requirements for Paid Vacations

	<u>One Week</u>	<u>Two Weeks</u>	<u>Three Weeks</u>	<u>Four Weeks</u>	<u>Five Weeks</u>	<u>Six Weeks</u>
Less than six months	7%	1%	--%	--%	--%	--%
Six months	13	1	--	--	--	--
One year	24	63	1	--	--	--
Two years	1	15	2	--	--	--
Three years	--	8	1	--	--	--
Five years	--	6	13	--	--	--
Six-nine years	--	2	8	2	--	--
Ten years	--	--	48	8	1	--
Eleven-twelve years	--	--	6	--	--	--
Fifteen-eighteen years	--	--	12	24	--	--
Nineteen-twenty years	--	--	--	35	8	--
Twenty-two years	--	--	--	2	1	--
Twenty-five years	--	--	--	7	14	--
Thirty years	--	--	--	--	--	3
Thirty-five years	--	--	--	--	1	--
No one-week vacation specified	55	--	--	--	--	--
No two-week specified	--	3	--	--	--	--
No three-week specified	--	--	8	--	--	--
No four-week specified	--	--	--	21	--	--
No five-week specified	--	--	--	--	75	--
No six-week specified	--	--	--	--	--	97

Several companies give one or more additional days of paid vacation between the various intervals specified in the above table. At The Lubrizol Corp., Cleveland, for example, unorganized employees get five days of vacation for six months of service if they are hired by April 30th; two weeks of vacation for one year's service; 11 days plus one additional day for each year of service over six years, with a maximum of 30 days.

Two larger companies and one smaller one have different vacation plans for unorganized salaried and hourly employees. In each case, the plan for salaried employees is more liberal than that for the hourly paid employees. For example, one company gives salaried employees one day of vacation for each month of service up to 10 months, two weeks after 10 months' service, three weeks after 10 years, and four weeks after 18 years. Unorganized hourly employees at this company get one week of vacation after one year of service, two weeks after three years, three weeks after 10 years, and four weeks after 25 years.

Paid Holidays

All but one company indicate they give paid holidays to their unorganized employees. Eight is the most common number of paid holidays -- 35 percent list this number. Eighteen percent give nine paid holidays to unorganized employees, and the remaining companies cite the following numbers of paid holidays: seven days (13 percent); 10 days (9 percent); six days (6 percent); 8½ days (3 percent); five days (2 percent); 7½ days (1 percent); 8 1/4 days (1 percent); 6½ days (1 percent); 11 days (1 percent); 9½ days (1 percent); and 13 days (1 percent).

Four companies report that the number of holidays vary: "eight or nine," "usually nine," "nine to 13 days," and "seven or eight." Three companies that say they have paid holidays for unorganized employees do not give the number, and one larger company says that it gives six paid holidays to salaried employees and four to hourly employees.

Hospitalization Insurance

All the Forum companies provide hospitalization insurance for unorganized employees, but one larger company limits this to salaried employees.

More than half of the companies pay all the cost of hospitalization insurance. Two executives note, however, that employees have the option of covering their dependents at the employee's expense.

Only one smaller company has a hospitalization plan that requires the employee to pay the entire cost. The remainder of the companies have plans for which employee and the company share the cost. Panel members from two of these firms say the company pays half the expense, while another executive reports that his company pays two thirds, and another says that his firm pays three fourths. The manager of a paper manufacturer's industrial service department relates that "company and employee each contribute \$9.45 toward department coverage."

Payments for Doctor's Visits

Unorganized employees are reimbursed for the cost of doctor's visits, either home or office, by 52 percent of Forum companies -- 48 percent of the larger and 58 percent of the smaller ones. Six companies do so under major medical insurance -- a few mention that reimbursement is made "in part" or "with limits." Under one company's major medical insurance, 80 percent of doctor visit costs is paid after a \$100 deductible is satisfied.

Surgical Benefits

Surgical benefits are provided for unorganized employees in all Forum companies. The maximum ranges from \$200 to 100 percent of surgical cost, with the greatest concentration occurring between \$300 and \$480. Forty-four percent of the companies specify amounts in this range. Eleven percent of the companies say that the maximum benefits are based on "reasonable fee" or "per schedule." Two companies report that the maximum "varies." At Hiram Walker & Sons, Inc., Peoria, Ill., unorganized employees are covered this way: "First \$1,000 of expenses in semi-private hospital room completely paid, including medical, surgical, and hospital expenses, plus reimbursement of all qualified expenses up to \$20,000 in a lifetime, on the basis of 80 percent."

Major Medical Insurance

Nine of 10 Forum companies provide major medical, or "catastrophe," insurance for unorganized employees. Two of them, however, limit this to salaried employees.

In slightly more than one half of the firms that have major medical plans, both employee and company share the cost. Eight percent of the companies say their plans require only the employee to pay, while two fifths report that the firm bears the entire cost. One smaller company in this latter group pays a monthly cost of \$29.10 for family coverage per employee for hospitalization, surgical, and major medical insurance. Another smaller company pays for the employee's coverage and the employee pays for his dependents'.

Life Insurance

All Forum companies provide life insurance for unorganized employees. One of the smaller companies has two plans: a maximum of \$50,000 for salaried employees, and \$10,000 for hourly employees. Another smaller firm reports that it has two plans, but does not say how they differ. In 63 percent of the larger companies and 35 percent of the smaller, the company and the employee share the cost of life insurance. Under some plans, a minimum amount is paid for by the company. For example, a pharmaceutical firm has a plan that provides an amount approximately equal to twice the employee's annual salary -- employee and company share the cost, but \$2,000 is paid for by the company alone.

Three percent of the companies have plans that require the employee to pay the entire cost, while 43 percent (32 percent of the larger and 60 percent of the smaller) have plans for which the company pays all cost. Two percent of the companies do not indicate who pays for life insurance.

The following table shows the percentage of companies that provide the various maximum amounts of life insurance. A few companies note that additional coverage is provided beyond the maximum specified, but that it is at the option and expense of the employee.

Maximum Amount of Life Insurance

	<u>All Companies</u>	<u>Larger</u>	<u>Smaller</u>
Equal to annual salary	3%	2%	5%
One and one half times salary	5	7	3
Two times salary	14	18	8
Two and one half times salary	3	3	3
Three times salary	3	5	--
\$1,000 - \$4,500	12	8	18
\$5,000 - \$8,000	10	2	23
\$10,000 - \$16,000	10	5	18
\$20,000 - \$55,000	19	22	15
\$60,000 - \$200,000	8	10	5
Varies; depends on salary	6	7	5
Maximum unspecified	7	12	--

Accidental Death and Dismemberment Benefits

Slightly more than eight in 10 Forum companies provide accidental death and dismemberment benefits for unorganized employees.

The table below gives a breakdown on the percentage of companies that provide the various maximum amounts for "A. D. & D."

Maximum Amount of Accidental Death and Dismemberment Benefits

	<u>All Companies</u>	<u>Larger</u>	<u>Smaller</u>
Equal to annual salary	9%	13%	3%
One and one half times salary	4	6	--
Two times salary	2	2	3
Three times salary	1	2	--
Ten times salary	1	2	--
\$75.00	1	--	3
\$1,000 - \$4,000	13	11	17
\$5,000 - \$10,000	20	9	34
\$12,000 - \$50,000	22	23	20
\$70,000 - \$150,000	12	11	14
Maximum varies	6	6	6
Maximum unspecified	9	15	--

Sickness and Accident Benefits

Unorganized employees are furnished sickness and accident benefits by 71 percent of Forum companies -- 80 percent of the larger and 58 percent of the smaller. One smaller company has these benefits for exempt employees only, while a larger firm provides them for its unorganized hourly employees, but not for salaried employees. Another larger company says this coverage is available only for employees with more than 10 years' service.

Of the Forum companies that do not provide sickness and accident benefits, one notes that employees are fully covered by sick leave and long term disability insurance. A smaller company in this group says that employees are covered by the state -- "26 weeks coverage per schedule to maximum of \$80 per week."

Benefits reported by Panel members range from \$25 a week to full pay. No one amount is cited by any sizable percentage; 28 percent say that the amount "varies" either by salary or length of service. Ten percent give the maximum as \$60, \$62, or \$65 per week, and 7 percent say it is two thirds of salary.

Duration of sickness and accident benefits follows a more pronounced pattern than the amount. Forty-five percent of the companies that provide these benefits for unorganized employees report that the duration is six months, 18 percent say it is three months, 9 percent say the duration varies, 7 percent limit the benefits to one year, and 3 percent limit them to nine months. Eighteen percent of the companies that provide these benefits do not specify the duration.

Long-Term Disability Insurance

About three fifths of the companies have long-term disability insurance for unorganized employees -- 67 percent of the larger ones and 53 percent of the smaller. Three companies limit this benefit; one says "exempt only," another says "management only," and the third indicates that only executive, administrative, and professional employees are covered. The latter company has L.T.D. plus salary continuance for those employees mentioned.

Two companies that do not have long term disability insurance for unorganized employees at present, report that they will have it shortly.

Maximum duration cited most often for long term disability is to age 65 or retirement age. Sixty-four percent follow this approach on duration. Several companies note that there is a waiting period -- benefits start after three or six months under some plans, and one firm has a five-year waiting period.

Ten percent of the companies provide long-term disability pay for life, and another 10 percent vary the duration -- "one week for each year of seniority;" "indefinite;" "considered individually after 15 years of service." One larger company puts duration on an individual basis. "Recommendations must be submitted to top management for approval. Normally, full salary is paid for entire absence."

Seven percent of the companies that have L.T.D. limit it to one year, 3 percent have a duration of six months for it, 2 percent have it for two years. One smaller company's plan has a duration of 13 weeks, but benefits "may be extended at the discretion of the foreman and company officials, depending upon length of service of the employee."

Paid Sick Leave

Paid sick leave for unorganized employees is the policy of 83 percent of Forum companies (88 percent of the larger and 75 percent of the smaller). Four larger companies provide this benefit only for unorganized salaried employees. One says that hourly employees are covered by sickness and accident insurance.

An executive from one of the larger companies explains his firm's policy on sick leave:

Employer does not contribute to "Paid Sick Leave." Our program is called Voluntary Disability Allowance and full "take-home" pay is given employee for a certain period of time depending upon length of service at time disability begins -- has to be out at least 30 days before we start counting under voluntary disability allowance. -- Vice President, Personnel, Larger Company.

The number of days of paid sick leave spans a wide range. Here is how the percentages fall: three days (4 percent); five days (7 percent); six days (4 percent); 10 days (12 percent); 12 days (5 percent); 13 days (1 percent); 14 days (1 percent); 15 days (1 percent); 21 days (1 percent); 25 days (1 percent); 30 days (1 percent); three months (6 percent); and six months (8 percent).

The extent of paid sick leave varies for employees at 37 percent of the companies. Some base it on length of service, others have different amounts of sick leave for hourly and salaried or exempt and non-exempt. Some companies have no set policy as to the amount of sick leave -- "flexible," "informal," "liberal," "each case judged on merits - no set limit." One company says the amount of sick leave is "based on service, nature of illness, and previous attendance record."

Fifteen percent of the companies that have paid sick leave report that it is cumulative. Almost all of these companies put a limit on the number of days that can be accumulated, however. The maximum amount varies from 15 days accrual to 150 days. One of the smaller companies allows accrual of 135 days' sick leave at full pay, and 125 days at half pay.

Paid Personal Leave

About one third of Forum companies allow unorganized employees personal leave with pay -- 40 percent of the larger ones and 25 percent of the smaller. One of the smaller firms says that this benefit is provided only under unusual circumstances. A larger company has paid personal leave only for exempt employees, and another limits it to salaried employees.

A flexible policy with regard to the amount of paid personal leave is followed by 35 percent of the companies. Comments from this group include: "limited to short duration;" "based on merit;" "each individual case examined;" "up to supervisor;" "informal;" and "included in sick leave."

Specific amounts of paid personal leave named by Panel members are: two days (3 percent); three days (27 percent); five days (21 percent); and up to 30 days (6 percent).

Termination Pay

More than six in 10 Forum companies provide termination pay for unorganized employees (67 percent of the larger and 55 percent of the smaller). A number of these companies, however, qualify their "yes" answers to the question of termination pay. They say: "if employee meets time and status requirements;" "only in cases of discontinuance of classification;" "depending on reason;" "in lieu of two weeks' notice;" "in case of plant shutdown;" "in some instances;" "if separated at company's option;" and "for layoffs."

Some Panel members volunteered the amount of termination pay their companies provide: for example, "one week for one-four years' service, one week per year for five years and over, maximum of 14 weeks;" "one week's pay for each year of service;" "two weeks per year of service with a maximum of 15 weeks' pay."

Three companies that do not provide termination pay report that they give employees unused vacation accruals when they terminate.

GRIEVANCE PROCEDURE

Formal Grievance Procedure

Only 30 percent of the companies have a formal grievance procedure for unorganized employees -- 32 percent of the larger and 28 percent of the smaller. One of the larger companies reports that this is only for some employees, and another firm limits it to hourly employees.

Grievance Arbitration

Even fewer companies provide grievance arbitration for unorganized employees -- 10 percent of the larger ones and 13 percent of the smaller. A Panel member from one of the larger companies, which has a formal grievance procedure but does not have arbitration, comments that the company has "found no practical way to do so."

PARTICIPATION IN COMPANY POLICY-MAKING

Do unorganized employees participate in developing company policy? Twenty-eight percent of the Panel members say "yes." Some, however, qualify this answer: "salaried only;" "depends on job level;" "at times;" and "technical and professional people do." Two companies say the participation is through the suggestion system. At one company, unorganized employees vote via a payroll ballot on "switching holidays, daylight time, etc."

One Panel member offers the following comments about employee participation in policy-making at his firm. (All unorganized employees at the company are salaried.)

For approximately 20 years, Reliance has had a salaried employees committee. This group meets regularly with major officials of the company and annually with the President. They have been instrumental in helping formulate and develop policy, practices, and benefits for the salaried group. This is not a grievance procedure type committee, but rather a method in which complaints and suggestions can be aired by both parties. --Edward F. Lannigan, Vice President-Industrial Relations, Reliance Electric Co., Cleveland, Ohio.

NEW PERSONNEL PRACTICES

Panel members were asked whether their companies had instituted any new personnel practices within the past five years. Sixty-four percent report that they have.

Improvements in insurance benefits were made in 33 percent of the companies that made changes; another 33 percent made improvements in vacation plans. The number of paid holidays was increased by 23 percent of the companies, wage-salary reviews were instituted or revised by 19 percent, and retirement and pension plans were instituted or improved by 19 percent of the companies.

New practices cited with less frequency include: merit reviews, formal job evaluation, tuition aid, improvements in sick leave plan, safety requirements, training programs, paid military leaves, savings plan, salary adjustments, employee-management meetings, jury-duty pay, salary-continuation plan, management-by-objectives, termination pay, strengthening of fair employment practices, work rules, maternity leaves, improvement in promotion policy, open-door policy, relocation policy for new hires and transfers, increased overtime pay rate, salary for blue collar employees, grievance procedure, job posting, guarantee of full workweek, employee newsletter, formalization of unwritten policies, employee indoctrination program, supplemental pay to workman's compensation, standardized conditions to equal or better those for unionized, follow-up evaluation, leave of absence, foreman selection, layoff policy, bonus, political leaves, enforcement of employee-security, stock-purchase plan, and reduction of workweek.

One larger company reports that it instituted an annual "Economic Education Program," conducted by company officers for all unorganized salaried employees. Descriptions of employee-management meetings that were recently instituted are offered by two Panel members:

Meet in groups of six employees from plant once a month with President and Vice President present, to discuss problems, complaints, suggestions, etc. Meetings are 1 1/4 hours in duration and over a year, 72 different persons feel a direct communication line to top management in an informal atmosphere. --W. J. Zook, Vice President and Secretary-Treasurer, The Wooster Brush Co., Wooster, Ohio.

"Cracker Barrel" sessions involve diagonal slices of personnel, randomly selected, who are called together to discuss anything they want to talk about. This is a means of guaranteeing upward communication, since summaries of each session are provided to top management. --C. Naugle, Industrial Relations Manager, EG&G, Inc., Las Vegas, Nev.

GENERAL COMMENTS

The following are general comments made by Panel members concerning policies for unorganized employees:

The employees in our organization can be divided simply into three groups: hourly (organized), nonexempt salaried, and exempt salaried. We attempt to make as little distinction as possible between the nonexempt and the exempt groups.

For example, our policies, practices, and programs for vacations, group insurance, pensions, holidays, tuition aid, sick leave, leave of absence, and profit-sharing are identical for nonexempt and exempt.

We feel that our nonexempt group, because of this approach, is more concerned with company plans and success and is more a part of the corporate team than would be possible otherwise.-- James R. Clark, Manager, Labor Relations, McCreary Tire & Rubber Co., Indiana, Pa.

The development of all policy and benefit programs is handled as though we had a union. There are two advantages to this: (1) the employees don't need a union; (2) should we ever face negotiation, we are in an excellent starting position. Equity is the keystone to our entire employee relations program.--Charles D. Bond, Director of Personnel, Dynamics Research Corp., Stoneham, Mass.

All of our policies apply equally to blue- and white-collar workers, and insofar as possible, to both union and nonunion employees. Only possible differences exist when union employees fail to accept policies or benefits applying to nonunion employees in areas where we must negotiate.--Laurence R. Swart, Director, Industrial Relations, Burndy Corp., Norwalk, Conn.

. . . "Working rules" displace some employee need for a union agreement if local management honestly abide by the rules. If they do not, then the employees can always go for the union of their choice. These "working rules" provide union wages and conditions at our [plant,] in my opinion.

We have other "working rules" for different groups of employees, depending upon the prevailing local union wages, hours, and working conditions. These published "working rules" for employees in highly sensitive union employment classifications like . . . truck drivers (we have about 700), warehousemen, marine personnel, etc., are an essential part of keeping employees convinced that they have little or nothing to gain from union representation.

Labor unions have improved the wages and working conditions of all American working people, including management. If your employees are not represented by a union, management and supervisors should refrain from derogatory remarks about unions or the labor movement in general. These same management people, instead of running unions down should take great interest in providing their employees with union wages and conditions. If they do this, employees will know they have little to gain from union membership.--Personnel Manager, Larger Company.

Our company tries as best we can to keep communication channels open from custodian and production worker level to top management. We try to know our employees and permit them to bypass immediate supervisor if they feel they do not get satisfactory answers or results. Our employees have a great stake in the company because by profit-sharing and pension trusts, 44 percent of the company stock is held in these two employee trust funds; thus all employees are in effect indirect stockholders. We believe this type of corporate structure is the business organization of tomorrow, today. All employees, therefore, earn wages, share in profits, and indirectly receive dividends and have the benefit of stock value appreciation.--W. J. Zook, Vice President and Secretary-Treasurer, The Wooster Brush Co., Wooster, Ohio.

During the past two years, there have been four organizational attempts at three of our non-unionized locations. On only one occasion did the union obtain sufficient cards to warrant an election. At this election 60 percent plus of the employees voted No-Union.

Our success in keeping out the union can be laid to:

1. Pay rates are kept at area average for equal jobs or slightly higher.
2. Benefits are in line with going area.
3. Benefits and other conditions of work are equal to, or better than, unionized location.
4. Audit of local plant personnel practices to insure company guaranteed rules covering pay rates, transfer, promotion, bumping, bidding, etc. are rigidly adhered to.

5. Have oriented management personnel to the fact that they should let employees express themselves openly without any fear of disciplinary action.
6. Corporate management frequently visits each local plant and tours of the operation are set up to let individuals know that we are aware of their problems.
7. Grant recognition for any accomplishment on a local basis and on a corporate basis for unusual accomplishments. --A. P. St. George, Manager, Industrial Relations, Arwood Corp., Rockleigh, N. J.

Ours is a fairly young company and as yet, I believe that we are not only not a leader but as a matter of fact, not really competitive in the area of fringe benefits. However, we are not organized, nor have we had any organization attempts within the last five years. At the same time we have companies in the surrounding areas, in fact a couple of neighboring companies, that have suffered from long and expensive union drives.

It is my impression over the years, and this span of time includes experience with companies where labor drives have been experienced, I find that in most cases one of the most critical problems that create the union situation is when companies lose touch with their employees. I think it is most imperative that two way lines of communication be developed. People generally are very reasonable as long as they understand why a company does things as they do or are unable to do things which are practices in the area.

When I arrived to begin work with this company I was greeted by a union drive . . . The union worked on our employees at home, at the plant during breaks and lunches, and also hand-billed the company five times in a four-week period. Investigating the problem that brought these people, it became apparent very quickly that there was misinterpretation of policies and procedures, and often in the early days, conflicting interpretations of what policies and procedures were. This was our immediate attack. We defined our policies and procedures. We put them down in writing and we posted them for everyone to read. We wrote handbooks and distributed them to everyone, and we had extensive orientation periods where the contents of the handbook were explained. Since that time, we have conscientiously kept up with orientation and whenever we had the excuse we have had repeat mass orientation programs.

We have a very folksy little employee newspaper which has in it a "rumor coupon" which is a little clipout form which allows the employee to ask any kind of question he wishes and we guarantee an answer. Giving the employee an answer is almost a religion with us.

I feel that this philosophy of keeping in touch and providing mechanism for the employee to ask questions of top management has been instrumental in avoiding unionism. Posted policies, a job posted program, a grievance program, all helped, but the fact that we talk to our employees has been our most significant contribution to this field. --John J. Link, Personnel Director, Electronic Memories, Inc., Hawthorne, Calif.

MARYLAND — Eugene R. Callaban, Defense Electronics, Inc., Rockville; Paul R. Fitez, Fairchild Hiller Corp., Germantown; Douglas Macnab, Koppers Co., Inc., Baltimore; J. H. McCulley, Symington Wayne Corp., Salisbury; Richard L. Roche, Cambridge Wire Cloth Co., Cambridge.

MISSISSIPPI — H. C. Johnson, American Bosch Arma Corp., Columbus.

NORTH CAROLINA — G. S. Anderson, Burriss Mfg. Co., Inc., Lincolnton; Richard S. Buse, Pittsburgh Plate Glass Co., Shelby; Russell J. Ehbardt, McLean Trucking Co., Winston-Salem; W. L. Entz, General Telephone Co. of the Southeast, Durham; Haven H. Newton, Fieldcrest Mills, Inc., Spray; Carroll Thomas, Concrete Materials, Inc., Charlotte.

OKLAHOMA — J. R. Hodges, Robberson Steel Co., Oklahoma City; W. H. Van Natter, Hillcrest Medical Center, Tulsa; J. C. Williams, North American Aviation, Inc., Tulsa.

PUERTO RICO — Victor Luis Lleras, Puerto Rico Land Authority, Santurce; A. C. McCurdy, Commonwealth Oil Refining Co., Inc., San Juan.

SOUTH CAROLINA — R. E. Russell, SCM Corp., Orangeburg; M. B. Wallace, Jr., E. I. du Pont de Nemours Co., Inc., Florence; N. E. Williams, Pacific Columbia Mills, Columbia.

TENNESSEE — Lee Binkley, Genesco, Nashville; James A. Disney, Dempster Brothers, Inc., Knoxville; C. E. Fritschle, Kingsport Press, Inc., Kingsport; J. F. Handy, National Life & Accident Insurance Co., Nashville; Frank Miles, E. L. Bruce Co., Inc., Memphis; Francis B. Veal, Jr., American Can Co., Shelbyville.

TEXAS — M. Lee Bishop, Ling-Temco-Vought, Inc., Dallas; Miss Mary Frances Boothe, City Public Service Board of San Antonio, Texas, San Antonio; Dan E. Butt, H. E. Butt Grocery Co., Corpus Christi; M. W. Frasher, Houston Coca-Cola Bottling Co., Houston; R. V. Gillispie, Gulf States Tube Corp., Rosenberg; Joseph J. Halbach, Texas Instruments, Inc., Dallas; L. Wilson Hervey, Gary Aircraft Corp., San Antonio; Eric M. Hilton, The Shamrock Hilton Hotel, Houston; Fred Manasco, Gifford-Hill Co., Inc., Dallas; John L. Miller, Schill Steel Co., Houston; Joseph A. Moran, Varo, Inc., Garland; E. L. Ogden, Anderson, Clayton & Co., Inc., Houston.

VIRGINIA — John E. Bryan, Jr., Albemarle Paper Co., Richmond; James F. Greene, Farrington Business Machines Corp., Springfield; John R. Larew, Appalachian Power Co., Roanoke; H. W. Larrabee, American Machine & Foundry Co., Richmond; C. W. Myers, Newport News Shipbuilding & Dry Dock Co., Newport News; L. W. Pasker, Virginia Electric & Power Co., Richmond; H. McD. Williams, Norfolk Shipbuilding & Drydock Corp., Norfolk; T. L. Wood, Melpar, Inc., Falls Church.

WEST VIRGINIA — P. W. Gregory, Union Carbide Corp., South Charleston.

CENTRAL STATES

ILLINOIS — E. R. Clarke, Fansteel Metallurgical Corp., North Chicago; C. E. Coffin, Mueller Co., Decatur; F. E. Greco, Wedron Silica Co., Chicago; Roy T. Hardy, Barber-Colman Co., Rockford; Albert D. Henderson, The Griffith Laboratories, Inc., Chicago; G. W. Holder, Abbott Laboratories, North Chicago; W. D. Holloway, Laidlaw Wire Co., Peoria; J. F. Hucker, Griffin Wheel Co., Chicago; T. J. Jack, Packaging Corp. of America, Evanston; Blaine Kincaid, American Colloid Co., Skokie; Miss Dorothy King, Henry C. Lytton & Co., Chicago; A. E. Langenbach, First National Bank of Chicago, Chicago; S. M. Lyman, Deere & Co., Moline; Paul B. Musgrove, Hiram Walker & Sons, Inc., Peoria; Edward Neumes, Little Company of Mary Hospital, Evergreen Park; Hal Schleutwiler, The Cuneo Press, Chicago; Gerald L. Shott, Johnson & Johnson, Chicago; G. H. Smith, Turner Mfg. Co., Chicago; George A. Taylor, International Minerals & Chemical Corp., Skokie.

INDIANA — Michael C. Granat, Drewrys Limited U.S.A., Inc., South Bend; W. H. Hathaway, Northern Indiana Public Service Co., Hammond; Clinton J. Frank, Jr., Hamilton-Cosco, Inc., Columbus; R. G. Sherman, Indiana Bell Telephone Co., Inc., Indianapolis; G. J. Grimmer, Keyes Fibre Co., Hammond.

IOWA — W. J. Schiltz, E. W. Bliss Co., Davenport.

MICHIGAN — William J. Bingham, Jr., National Bank of Detroit, Detroit; R. C. Bretling, Consumers Power Co., Jackson; A. W. Darling, Kent-Moore Corp., Warren; A. G. Denison, Parke Davis & Co., Detroit; B. F. Johnson, Auto Specialties Manufacturing Co., St. Joseph; Miss Josephine Karmazin, Karmazin Products Corp., Wyandotte; James B. McKeon, DSI Corp., Plymouth; Harold Meier, Universal Electric Co., Owosso; Blake L. Mohney, Hoover Ball & Bearing Co., Ann Arbor; Thomas J. Murphy, Control Data Corp., Rochester; John B. O'Brien, Leonard Refiners, Inc., Alma; W. G. Raven, Continental Motors Corp., Muskegon; Wayne R. Stone, Atlas Press Co., Kalamazoo.

MINNESOTA — George R. Bloom, Red Owl Stores, Inc., Minneapolis; Kenneth M. Hall, G. H. Tennant Co., Minneapolis; J. R. Savage, Wood Conversion Co., St. Paul; C. F. Tourek, 3M Co., St. Paul.

MISSOURI — George J. Malmos, McGraw-Hill, Inc., Manchester.

OHIO — Edward C. Arthur, The Ohio Art Co., Bryan; Gordon B. Cameron, The Lubrizol Corp., Cleveland; Charles D. Cole, Toledo Scale Corp., Toledo; Stanley R. Dunlap, The W. S. Tyler Co., Inc., Cleveland; Phillip B. Hurrity, The Hoover Co., North Canton; J. A. Kilo, The Ferry Cap & Set Screw Co., Cleveland; K. F. Krieger, The Philip Carey Mfg. Co., Cincinnati; Donald P. Lacker, The First National Bank of Cincinnati, Cincinnati; Edward F. Lannigan, Reliance Electric & Engineering Co., Cleveland; Theodore A. Lazar, Lancaster Colony Corp., Columbus; A. C. Lyon, Foote Mineral Co., Cambridge; Paul Matas, Sun Corp., Barberton; Thomas J. Raleigh, Dana Corp., Toledo; Paul V. Rosenberger, The General Tire & Rubber Co., Akron; Charles F. Seitz, Koehring Co., Lorain; B. Lyle Shafer, National Cash Register Co., Dayton; Richard L. Sutton, The Jaeger Machine Co., Columbus; Peter Uglesich, Hewitt-Robins, Inc., Cincinnati; E. R. Willemijn, Bendix-Westinghouse Automotive Air Brake Co., Elyria; W. J. Zook, The Wooster Brush Co., Wooster.

WISCONSIN — Jack F. Schubman, The T. L. Smith Co., Milwaukee; Frederic R. Schulz, Kelley Co., Inc., Milwaukee; Stanley G. Springer, J. I. Case Co., Racine.

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