

National founders association ✓

LABOR RELATIONS THAT *Work*



NATIONAL FOUNDERS ASSOCIATION

120 SOUTH LA SALLE STREET

CHICAGO 3, ILLINOIS

INSTITUTE OF
INDUSTRIAL RELATIONS



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FOREWORD

Nearly fifty years is a long period; it covers most of the entire development of what we may call the modern metal working industry. During all these years the National Founders Association has been the foremost medium of employer cooperation for research,—the pooling of ideas and experiences, in establishing and maintaining orderly industrial relations in the plants of its members.

It has earned the position of "First and Foremost" through vigor and vigilance as the champion of the industry of which it is a part.

But new developments result in change. How the foundry industry has changed is suggested in the elimination of over 1,047 plants between 1926 and 1945, and the development of new products of molten metals which were unknown before 1926. How the functions of this Association have been changed is manifest in its development from a single activity to a rounded program covering every phase of foundry and industrial operation.

Preservation of prestige, sound economic principles, the friendly cooperation of metal working industries, improvement of products and peaceful employer-employee relations form the major tasks of the Association. Its responsibility is not only to indicate the channels, but to assist in arriving at these objectives. How this is approached and how others

feel toward this work is the purpose of this booklet. We ask your thoughtful consideration to what your part ought to be in helping to extend its influence and its usefulness.

AIMS

The labor problem revealed the need for the National Founders Association. That problem may never be solved, but by cooperating to secure better understanding between employer and employee, to reduce friction, and avoid disagreement, each year should see a closer approach to the ideal relationship.

The fundamental objects of the Association as set forth in its Constitution are:

“To establish and maintain just and equitable relations between its members and their employees, whereby the interests of each will be properly safeguarded.

“To furnish advice, counsel and assistance to its members on industrial relations.

“To promote safe and healthful conditions in plants of its members; to provide for the training of workers, and to promote a better understanding of the problems of mutual interest to management and employees.”

Without departing from fundamental American ideals, the Association has championed the interest of employers; established an enviable record as a means of group cooperation, and retained a flexibility in function when applied to member needs as illustrated in the following activities:

A highly qualified personal service for each member when needed.

Experienced counsel and direct assistance in both labor and production problems.

Definite programs for management's industrial relations purposes.

Making health, sanitation and safety an important part of the daily work.

Research in safety appliances and their use.

Outlining, organizing and applying educational programs covering Apprentices and Learners—Foremen and Supervisors.

Help in locating and in the placement of competent workers and supervisors.

Study of modern advances in technology and foundry practices, and making the results available to individual member plants.

Assisting in a better understanding of business problems.

The manner in which these typical aims and purposes of the Association find expression in member plants is briefly set forth in the section entitled "Activities."

ACTIVITIES

The Association advises, counsels and assists management in avoiding some of the pitfalls in planning shop procedures that are designed to be mutually helpful. It aims to coordinate the efforts and objectives of management, supervisors and employees, in the light of experience, into a working program that preserves the dignity, responsibility and respect of each. These services of the Association are furnished to members without extra charge,—they are all covered by its regular membership dues. The Association does not dictate company policy for its members. It does not serve as a bargaining agent representing either employers or employees.

Labor Relations:

Sound labor relations in an industry are of primary importance. Laws, regulations and contracts pertaining to wages, hours and working conditions, interstate and intrastate commerce, labor organizations and legislative committees have greatly increased the confusion, and added to the burden of business. Our broad experience in dealing with these matters provides a dependable source of assistance for our members.

Industrial Relations:

A well-rounded program designed to fit the individual plant affecting production, morale, plant conditions and working conditions requires careful

organization and methods of operation. Materials and services in these fields are parts of the regular functions of the Association.

Public Relations:

The correlation of inter-plant, industry, community, state, national affairs, provides for the building of public good will and cooperation.

Members of the staff are made available for personal services in these fields. They bring a fine training and the experience of long years of contact with perplexing problems and their solutions. The benefits of the Association's legal advisors—and conferences with other leading industrialists and industrial groups in labor matters, greatly assist in arriving at practical procedures.

Appreciation of this highly specialized service results in frequent expressions such as these:

“We cannot too highly recommend your good office during the uncertain days last summer.”

* * *

“During these negotiations we conferred frequently with the National Founders Association, of which we are members.”

Foundry Engineering:

Metal mixing, melting, molding, coremaking, sand control, materials handling, labor costs, casting losses,

cleaning and plant layout enter the catalog of items in our practical foundry engineering.

The experience which the Association has gained from hundreds of plants surpasses the experience of any single plant in the solution of operating problems. Such experience is free from bias and is without interest in the sale of any material or equipment.

Members of the staff represent the highest type of practical foundrymen, technically trained, with years of experience as supervisors—and with an aptness for dealing with human relations. They come to a plant on request, or drop in on routine visits. They spend as much time as may be required to analyze the problem and assist the plant crew in a constructive way.

This is an indispensable service in employee relationship, and an important factor in costs and good castings to the plants involved. Listen again to the “Voice of Experience”:

“This is characteristic of a difficulty we have had for a couple of years and which has cost us many thousand scrap castings—scrap loss averages close to 30 per cent.”

After the helpful assistance of an Association staff member, the loss dropped below 10 per cent and still going down.

“Previous to the time (staff visit) we had tested a lot of these compressors made with our regular semi-steel mix which proved unsatisfactory . . . and another lot made out of the same mixture did not prove any more satisfactory. The two castings which we made out of the mixture (recommended by staff engineer) came through 100 per cent.”

Safety:

Safety as now conceived finds expression in accident prevention, sanitation, health, housekeeping, education and other factors affecting uninterrupted employment and improvement in production.

The first group application of the shop safety idea appears to have been made by the National Founders Association when its “Safety Manual” for use in the foundry was prepared and published. It designed and produced many of the first foundry safety accessories such as goggles, safety shoes, leggings, knuckle guards, ladder feet, etc. It fostered introduction of the shower bath, drinking fountains, driers, ventilators, and other sanitary devices when these were considered questionable innovations.

This line of endeavor has never been abandoned. Within the present year the Association’s program along similar avenues has been materially expanded.

The job of assuring complete industrial safety and sanitation can never be completed. New em-

ployees need to be trained and educated. Trained employees need to be reminded—not to forget or neglect. The hazards that lurk in metal working plants do not sufficiently impress men unless they have been exposed to systematic training in observing danger and avoiding accidents.

Representatives of the Association staff, with their broad experience, visit member plants equipped to “observe” existing conditions and to “prescribe” for improvement by outlining a sensible and inexpensive procedure to create “safety-minded” employee organizations. We advise securing the counsel and assistance of the Association in these matters before commitments for plans or equipment purchases are made. It is easy to accumulate an array of fine tools; their need and their use may be an entirely different matter.

The safety services offered by the Association are furnished without extra charge. The development of safety appliances through the Association’s Safety Department is made on a “not for profit” basis.

Occupational Diseases:

When silicosis first raised its ugly head, the foundry industry became jittery. National Founders Association was active in the first known cases of silicosis and those members who have followed the Association’s suggestions have generally avoided

legal penalties, escaped being victimized by opportunist lawyers and doctors, and have not been found negligent in the protection of employees.

Before the existence of silicosis had become widely known, the Association already had established the viewpoint that "Dust and Fume Control at their sources" is the most effective measure of control. Personal visits to members by the Association staff-men may reduce dust and fume control to a simple procedure affecting employee health and plant morale.

Other hazards such as Tuberculosis, Pneumonia, and the common cold, to mention only a few, require constant preventive attention.

The best and least expensive way to meet such situations in a given plant usually demands sincere and forthright consideration through employer-employee conferences. The worry and the cost of a sound "health and sanitation" program is minimized if the successful experiences of hundreds of other plants and the practical viewpoint of a National Founders Association staff member are utilized. The effect upon production and morale is obvious.

Apprentice Training:

The ranks of youth are the best sources of labor supply. The shortage of skilled younger men is everywhere apparent. War conditions caused a "let-down" in adequate training program.

Modern industrial training programs have grown out of years of constructive efforts. Among the earliest organized movements in plant vocational training was the National Founders Association's apprentice training program. Today, the Association's "Standards of Four-year Apprenticeship" is accepted by the Federal Committee on "Apprenticeship Division of Labor Standards."

The education is formal and practical. The school and the shop become partners. The Association offers its cooperation with members in making effective well-defined, time tested plans to develop journeymen molders, coremakers and other skilled or semi-skilled foundry workmen. All members should take advantage of this worthwhile program and its accompanying service as systematic, constructive training of boys and young men carries with it the highest reward of any single undertaking in business.

The National Founders Association program for apprentice training is both thorough and complete. It begins with locating and selecting of suitable boys. For this purpose it has provided an easily understood analytical text entitled, "Vocational Opportunities—The Foundry Industry and the Boy." The next logical step is taken through a text entitled "What Should We See In Our Jobs?"

For defining the objectives and how they are approached, "Standards of Foundry Apprenticeship"

is applicable. It defines the mutual apprentice relationship, outlines procedure, provides for the indenture, the schedule of advancement, and for related instruction and supervision.

With this material and the aid of staff guidance, it is possible for any plant, large or small, to benefit by training apprentices. Moreover, it affords excellent cooperation with community and school programs under the Smith-Hughes Act, the Federal Committee on Apprentice Training, and the post-war plans for apprenticeship and vocational training.

Foreman Education and Training:

A smooth running administrative machine requires education all along the line. Junior Executives, Foremen, Supervisors and Learners require special consideration as representing sectional units of inter-related operations.

The Association's material and experience contribute directly as educational factors to the concept of business relations, the kind and character of products, efficiency of operations and getting along with workmen. For the learner or special operator, the task is usually a "Man-to-Man" process. For Junior Executives, Foremen and Supervisors, it consists in drafting special outlines, setting up educational courses and applying the published texts which consist of "Elementary Foundry Technology"—"Short Term Training in the Foundry,"—"Foun-

dry Manuals for the Man in the Shop," and "Occupational Rating Simplified for Foundries."

Guidance for instruction as the occasion requires is provided through members of the Association's staff, and is furnished without extra charge to member plants.

Employment:

As an aid to men seeking employment, and for the convenience and benefit of its members in getting men, the Association has always been looked upon as a helpful medium.

Many men now serving as Managers and Superintendents in outstanding plants contacted their positions through the Association. Superintendents, foremen, supervisors, metallurgists and other top line men constitute the larger portion of applicants. It also is natural that many journeymen and workmen with foundry experience should turn to us when in need of jobs.

The procedure is to respond to each request for labor by furnishing the record and experience of several applicants who may be available and seem to meet the requirements. Recommendations of former employers are included, but the selection and engagement of men are left entirely to the employer. No fees are charged to either the employer or men seeking jobs.

Industrial Relations — Public Relations:

Wages, hours, working conditions, shop practices and related subjects are the essentials which determine employee and public relations.

The National Founders Association has pioneered in establishing equitable policies through management control. It holds that the proper installation and administration of both employee and public relations activities will serve the best interests of its members and reduce the likelihood of misunderstanding or interrupted production.

Cooperation in collecting, analyzing and applying authentic information covering a wide range of subjects often simplifies what might otherwise cause confusion in plant problems. By way of example, if wages are being discussed, it makes a great difference whether "prevailing scale"; "wages actually paid"; or "rates, hourly or daily" are understood and agreed upon. Information furnished through the Association leaves small room for doubt on such details.

Similarly, the Association provides assistance through members of its staff in establishing procedures affecting employment, compensation and other insurances, Social Security, health and retirement plans, wage payment methods, credit unions, vacations, profit sharing, and other similar or related subjects.

The wise employer plans his work, AND WORKS HIS PLAN—using every means of help possible to insure full understanding and cooperation with his workmen.

Legislation Affecting Industry:

Legislation and administrative agencies have multiplied in recent years. Federal and State control or regulation enter or control business at every turn. Even the “better than average” employer is unable to keep abreast of all these changing conditions. There is continual need to “expose and oppose” destructive and “class” legislation that deprives American workmen of their Constitutional heritage; or that hangs reprisals or excess and unnecessary burdens upon business. Combined effort is the only effective defense against this legislative and governmental trend.

National Founders Association is the vigorous and vigilant “spearhead” of such activity as it affects the foundry industry. The Association is the only agency concerned specifically with laws and regulations covering business in the foundry field.

The Executive Vice-President:

The Executive Vice-President is the Association’s representative in other national bodies devoting attention to legislation, management, research and general welfare. As aids, he has available the Association’s legal counsel, the collective judgment and

experience of scores of economic and business services, and numerous other informational sources.

Requests of members for his counsel and assistance are met therefore with responses of real service and specific information.

Publications — Texts — Bulletins:

General publications of the Association are carefully prepared and timely. Such bulletins are focused on interests affecting foundry management.

Specific text material is designed to cover fundamental and essential need of the Association's departments.

Special brochures of current interest, forms and "systems" to aid operations fill a recurring need, conserve the reader's time and fit into the policy of best conserving the Association funds.

The Annual Meeting:

Once a year — in November — the members of the Association assemble in convention. It is their meeting. Every member is invited to take part in the essential affairs of the Association. The meetings exhibit three phases, that which has been done, what is being done, and the exploration of trends.

It is a time of fine friendly fellowship with other foundry managers and a chance to hear speakers of national importance. It is an event of interest and lasting influence.

The Cost of Membership:

Any employer operating a metal working plant or a foundry may apply for membership. The minimum dues are \$22.50 per quarter. Precise dues are arrived at on the basis of the number of persons employed and computed at the rate of 10c per month, per employee.

For further information, address National Founders Association, 120 South LaSalle Street, Chicago 3, Illinois. No obligation incurred.

WHAT MEMBERS SAY

Best endorsement of the practical value of the Association is to be found in what its own members say about it. Excerpts from some letters written by members in appreciation of aid and assistance rendered them are recorded here.

Good Dividends:

"During the years of our membership (40 years) we have profited from our contacts with the members and with your staff. Perhaps they were not conscious of the suggestions given to us, but we found that their application yielded dividends far in excess of the investment that we have made in the Association through our dues."

Foundry Manuals:

"The writer has greatly enjoyed reading No. 1 pamphlet of your Foundry Manual with reference to cupola operation, and desires to say that this is one of the most progressively comprehensive handbooks he has ever had the pleasure of reading. You have handled a very technical problem with such cleverness that anybody capable of reading and writing can thoroughly understand the operation of the cupola."

Satisfied Customers:

"With reference to the sand mixture you suggested using: This mixture worked out very satis-

factorily. Customer advised us they were the best castings he has received that were made from these patterns, which pleased me very much."

Employees Health:

"I want to thank you for the services rendered through your Mr., who spent the greater part of an afternoon with me one day last week. He discussed with me the practicability of physical examinations, X-ray pictures for employees, dust preventative measures, etc., pertaining to shop conditions. We appreciate very much your co-operation in the matter."

Combined Service:

"I cannot sufficiently thank you for your very kind and exceedingly helpful favor of February 20th, with the enclosures you sent me. You have been very helpful indeed, and I am greatly indebted to you."

Educational Tools:

"So many things of value to us are contained in this book that we are using it as a manual and a guide. We certainly hope the rest of the series will soon be available."

Continually Satisfied:

"We have been members of the N. F. A. for over 20 years. It stands for highest ideals and principles

in the management of a foundry business. Its work along educational and legislative lines, especially is such that no individual concern could even begin to carry on alone. The work of the Association, therefore, merits the endorsement of every concern operating a foundry."

Stands the Test of Time:

"... We joined as Charter Members in 1898, and our experience has convinced me of the value of the Association. The experience gained by N. F. A. over a period of years is something which no wise foundryman can afford to ignore."

For Further Information — write

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