

SELECTED REFERENCES

INDUSTRIAL RELATIONS SECTION, PRINCETON UNIVERSITY

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MANPOWER AND PERSONNEL PROBLEMS IN INDUSTRIAL MOBILIZATION*

I. GENERAL

Industrial Relations Memos (Industrial Relations Counselors, Inc., Rockefeller Center, New York 20), No. 118, August 18, 1950. "Impact of mobilization on industrial relations." 24 pp. Proc. \$1.00.

"Discusses briefly some of the major industrial relations problems that developed during the mobilization for World War II and suggests some appropriate steps that can be taken by management to avoid . . . such problems during this period of mobilization." Problems covered are Selective Service demands, manpower requirements, wage and salary administration, collective bargaining, supervision, and discipline. A chronology of World War II events relating to mobilization is appended.

Kohlerman, James H. "Steps to check in converting manpower to war production." *Supervision* (95 Madison Ave., New York 16), October, 1950. pp. 6-8. 40 cents.

Helpful, brief discussion of some of the steps necessary in converting a plant to war work. These include: review of efficiency of plant and equipment, analysis of jobs to determine manpower needs, information about skills of present employees, plans for upgrading, outline of training needs, and integration of new employees into the work force.

The Labor Market and Employment Security (Government Printing Office, Washington 25), August 25, 1950. "Manpower potential for national security." 44 pp. 30 cents.

A special issue which presents an analysis of "the present state of the labor force and its expansion potential."

Modern Industry (440 Madison Ave., New York 17), October, 1950. "Manpower squeeze: moves you can make now." pp. 48-51. 50 cents.

Stresses the importance of inventorying company manpower resources, especially for executive, technical, and skilled workers, and suggests various ways in which industry can prepare itself for manpower shortages.

Murphy, M. J. "The coming crisis in manpower." *Factory Management and Maintenance* (330 W. 42nd St., New York 18), September, 1950. pp. 70-73. 50 cents.

Emphasizes the urgency of planning ahead to meet the crisis and outlines briefly "the government's three-stage manpower mobilization" plan.

* Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.

Peterson, T. S. "Management's job in labor utilization." *Personnel Journal* (Swarthmore, Pa.), January, 1944. pp. 234-242. 75 cents.

Outlines some of the methods of labor measurement and control with special reference to jobs which are not geared to machine production.

United States Department of Labor, Bureau of Labor Statistics. Bulletin No. 807. *Improvement of labor-utilization procedures*. Washington 25. Government Printing Office. 1945. 44 pp. 10 cents.

A statement of principles covering the following topics: absenteeism, employee services, turnover, use of community labor resources, training and upgrading, wage structure, hours and shift schedules, supervision, plant organization, plant methods, working conditions and safety, and employee morale.

University of Michigan, Bureau of Industrial Relations. Bulletin No. 14. *Personnel management in war industries*. Ann Arbor. University of Michigan Press. 1943. 170 pp. Proc. \$3.00.

——— Bulletin No. 15. *Personnel management in war industries*, Volume II. 1944. 148 pp. Proc. \$2.55.

These bulletins summarize discussion at a series of meetings covering a wide variety of topics of current interest. These include: filling manpower requirements, selection and induction of new employees, training and upgrading manual workers, development of skills, selection and development of prospective foremen, obtaining employee acceptance of production standards, placement and utilization of disabled veterans, seniority rights, and experience with various work schedules.

2. LAYOFF AND TRANSFER PROBLEMS AND PROCEDURES

Conference Board Management Record (247 Park Ave., New York 17), May, 1949. "Layoffs—why, when, where?" pp. 190-192, 234-236. Membership.

——— July, 1949. "Layoff policies reconsidered." pp. 289-290.

——— August, 1949. "Layoffs and reemployment rights." pp. 340-341.

——— May, 1950. "Paying salaries during shutdowns." pp. 170-172, 203-205.

These articles, with the exception of the third which discusses the rights of veterans, are based on studies of actual company practices. Although written within the framework of reduced business operations, the material is equally pertinent in a situation of temporary layoffs resulting from conversion to war production.

Princeton University, Industrial Relations Section. Research Report Series No. 82. *Layoff policies and practices; recent experience under collective bargaining*. By Robert L. Aronson. Princeton, N.J. 1950. 55 pp. \$2.00.

A study, based on actual experience, of "the factors that account for displacement and transfer of workers in lieu of layoff, the administration of work-sharing and layoff programs, and arrangements for recall of employees after layoff."

United States Congress, 77th, 1st session. House Report No. 1553. *National defense migration*; second interim report of the Select Com-

mittee Investigating National Defense Migration, House of Representatives, pursuant to H. Res. 113: "Recommendations on full utilization of America's industrial capacity and labor supply in the war effort." Washington 25. Government Printing Office. 1941. 149 pp. 20 cents.

Contains considerable information on the problem of "priorities unemployment" in the last war especially with reference to its impact upon the automobile industry. Fuller details are available in the hearings in Detroit which preceded this report and the Washington hearings which immediately followed it (Parts 18 and 24 of the Hearings . . . pursuant to H. Res. 113).

United States Department of Labor, Bureau of Labor Statistics. Bulletin No. 908-7. *Collective bargaining provisions: promotion, transfer, and assignment; lay-off, work-sharing, and reemployment.* Washington 25. Government Printing Office. 1948. 99 pp. 25 cents.

A useful compilation of typical contract clauses dealing with problems connected with the shifting of personnel from one job to another and with temporary layoffs.

3. EMPLOYMENT AND TRAINING

Curran, Mary. "Training women workers as observed in three large war production plants." *Personnel* (330 W. 42nd St., New York 18), September, 1943. pp. 100-112. 50 cents. (Also published in pamphlet form by the Apprentice-Training Service, Bureau of Training, War Manpower Commission.)

Describes how women were successfully trained to handle machine operations. Emphasizes the value of orientation training followed by on-the-job training.

Dildine, Paul L. "Recruiting key factory personnel." *Solving the manpower problem.* Production Series No. 138. New York 18. American Management Association (330 W. 42nd St.). 1942. pp. 3-9. Out of print.

Describes a program of testing and training through which the B. F. Goodrich Company recruited key supervisory personnel from among rank-and-file production workers.

Factory Management and Maintenance (330 W. 42nd St., New York 18), August, 1942. "Training and upgrading employees," by W. I. Newman, pp. 69-70, 154+; "Retraining men for war production," pp. 71-72; "Hiring and training women for war work," pp. 72-73; "Finding and training supervisors," by M. B. Lindquist, pp. 74-75, 156+. 35 cents.

Reports of experience at Manning, Maxwell & Moore, Inc., Olds Motor Works, Ford Bomber Plant, and the Murray Corporation of America.

Factory Management and Maintenance (330 W. 42nd St., New York 18), August, 1944. "Set up a manpower control program; case of Armstrong Cork Company." pp. 81-88. 35 cents.

Describes a system of forecasting manpower needs and prospective

supply on a weekly basis for 26 weeks in advance which was said to forecast accurately "manpower needs of every department, expectable losses from all causes, net requirements, all possibilities of adjustments through interdepartmental transfers, the amount of pressure needed for recruiting, its expectable results, and the allocations needed for final adjustments." A brief description of the company's recruiting campaign and efforts to reduce turnover is also included.

Greenly, R. J. and J. E. Newsome. "A method for re-manning industry." *Supervision* (95 Madison Ave., New York 16), October, 1943. pp. 4-6. 35 cents.

A four-step program for supervisors faced with the necessity of replacing trained workers. In brief the program, which was that followed by the Carnegie-Illinois Steel Corporation, calls for (1) "a supervisory force trained to instruct," (2) "a chart of training requirements," (3) "a plan for meeting each training need as an individual problem," and (4) "coordination of effort" between the training supervisor and the line supervisor.

Harvey, O. L. "Training problems in a new plant." *Personnel* (330 W. 42nd St., New York 18), May, 1942. pp. 360-363. 50 cents.

A list of items to be considered by the branch manager of a new plant in recruiting and training a new labor force.

Metropolitan Life Insurance Company, Policyholders Service Bureau. *Intensive training of industrial employees*. New York 10 (1 Madison Ave.). 1940. 28 pp. Proc. On request.

A brief review of principles involved in reorganizing training programs to meet manpower shortages.

——— *Orienting the new worker*. 1949. 54 pp. Proc. On request.

Describes techniques used in forty companies to help the new worker feel "a part of the organization."

——— *Recruiting women workers*. 1943. 44 pp. Proc. On request.

Summarizes methods used by representative companies and communities.

Murphy, M. J. "What to do now about manpower." *Factory Management and Maintenance* (330 W. 42nd St., New York 18), December, 1950. pp. 92-96. 50 cents.

Practical suggestions for finding and training workers.

National Industrial Conference Board, Inc. Studies in Personnel Policy No. 55. *Time schedules in job training*. New York 17 (247 Park Ave.). June, 1943. 16 pp. Membership.

Presents in tabular form the minimum number of training hours for nearly 600 jobs based on estimates from 31 companies.

University of Michigan, Bureau of Industrial Relations. Bulletin No. 13. *Addresses on industrial relations, 1941*. Ann Arbor. 93 pp. Proc. \$1.00. "Recruiting and selecting employees in rapidly expanding industries," by R. Randall Irwin, pp. 21-34, and "Recruiting and selecting employees," by Ray S. Livingstone, pp. 35-43.

Descriptions of methods of securing adequate personnel in Lockheed Aircraft Corporation and Thompson Products, Inc.

4. SPECIAL CLASSES OF WORKERS

American Management Association. Research Report No. 1. *The Negro worker*; an analysis of management experience and opinion on the employment and integration of the Negro in industry. New York 17 (330 W. 42nd St.). 1942. 32 pp. 50 cents to members; 75 cents to non-members.

A guide for action.

McFarland, Ross A. "The older worker in industry." *Harvard Business Review* (Soldiers Field Station, Boston 63), Summer, 1943. pp. 505-520. \$1.25.

In the light of studies of mental and physical changes which occur with age, the author evaluates observations which have been made with respect to productivity, turnover, industrial accidents, and absenteeism of older workers and suggests that companies employing them should give greater attention to their placement, retraining, and medical supervision.

———"Physically handicapped workers: I. Experience in war industries; II. Rehabilitation of veterans." *Harvard Business Review*, Autumn, 1944. pp. 1-31. \$1.25.

Covers rehabilitation programs, placement procedures, and precautions to follow in placing the handicapped.

Monthly Labor Review (Government Printing Office, Washington 25), November, 1945. "Wartime utilization of Jamaicans in United States industrial establishments." pp. 848-857. 30 cents.

A report of experience with the use of more than 12,000 Jamaicans who were employed in manufacturing during the latter part of the war. Reports from 37 of the establishments who used them indicated that they "handled light work most effectively." "It was apparent that greater success in obtaining satisfactory production . . . was achieved when more effort had been devoted to fitting them into their new working environment by means of special attention to orientation, training, and supervision."

National Industrial Conference Board, Inc. Studies in Personnel Policy No. 58. *Wartime pay of women in industry*. New York 17 (247 Park Ave.). 1943. 31 pp. Membership.

Broader in its scope than the title implies, this report brings together data on changes in men's jobs assigned to women, hours and shifts worked by women, and upgrading of women workers as well as on wage practices.

———Studies in Personnel Policy No. 63. *Employment of handicapped persons*. 1944. 23 pp. Membership.

Covers various factors which need to be taken into account in planning for the employment of disabled workers. Suggestions are based on actual company experience.

Princeton University, Industrial Relations Section. *Women in war industries*. By Helen Baker. Princeton, N.J. 1942. 82 pp. \$1.50.

A discussion of the principal problems met, and a summary of policies and procedures found effective in securing the satisfactory and rapid induction of women into war industries.

Southall, Sara. *Industry's unfinished business*; achieving sound industrial relations and fair employment. New York 16. Harper & Brothers (49 E. 33rd St.). 1950. 173 pp. \$2.50.

Part II of this book, pages 55-162, deals with fair employment practices at the company level and is useful to the company faced with the problem of integrating minority groups into a workforce.

United States Department of Labor, Bureau of Labor Statistics. Bulletin No. 923. *The performance of physically impaired workers in manufacturing industries*. Washington 25. Government Printing Office. 1948. 132 pp. 55 cents.

A study of experience in 450 plants which compares disabled and unimpaired workers with respect to mobility, quality and quantity of output, and absence, accident, and quit rates. Figures are also given by types of disability.

———, Women's Bureau. Special Bulletin No. 13. *Part-time employment of women in wartime*. Washington 25. Government Printing Office. 1943. 17 pp. 10 cents.

Brings together a considerable amount of information on the conditions under which women were employed on a part-time basis and also gives the Bureau's recommendations regarding such employment.

United States Employment Service. *Selective placement for the handicapped*. Revised. Washington 25. Government Printing Office. 1945. 136 pp. 25 cents.

Advocates the use of the "physical demands analysis technique" and of "physical capacity appraisals" as a basis for matching capacities of individuals with requirements of jobs.

———, Occupational Analysis Section. *Occupations suitable for women*. Washington 25. Government Printing Office. 1942. 103 pp. 35 cents.

A statement of factors considered in determining the suitability of occupations for the employment of women, and a list of war and non-war occupations suitable for women.

5. HOURS ADMINISTRATION

American Management Association, Production Series No. 125. *Company problems of multiple-shift operation*. New York 18 (330 W. 42nd St.). 1940. 28 pp. Out of print. "Scovill Manufacturing Company," by Alan C. Curtiss; "Armstrong Cork Company," by Henry V. Oberg; "Kearney & Trecker Corporation," by C. R. Hockmuth; "Merck & Co., Inc." by H. W. Johnstone.

Considers problems of scheduling workers and supervisors, rotating shifts, and operation of maintenance department.

———Production Series No. 132. *Case studies in training and multiple-shift operations*. 1942. Out of print. "Night-shift control," by R.

W. Owens; "Transfer of responsibility at shift change, by Henry W. Johnstone; "Supervision in continuous operation," by J. Stanley Burrows; and "Compensation in multiple-shift operation," by J. E. Walters. pp. 3-25.

The companies whose experiences are reported on are Westinghouse, Merck, Armstrong Cork, and Revere Copper and Brass.

Caldwell, Eugene. "How to operate seven days per week." *The Iron Age* (Chestnut and 56th Sts., Philadelphia), December 25, 1941. pp. 47-51. 25 cents.

Outlines seven different plans for 168-hour-per-week operation, and considers the advantages and disadvantages of each.

Factory Management and Maintenance (330 W. 42nd St., New York), August, 1941. "To increase production—work machines all the time by multiple-shift operation [and] twenty-four-hour maintenance." pp. 87-96, 182. 35 cents.

Case studies of multiple-shift arrangements: Kearney & Trecker Corporation, Timken Roller Bearing Company, Reliance Electric and Engineering Company, F. W. Sickles Company, Trainor National Spring Company, Aluminum Company of America, Pratt & Whitney, and B. F. Goodrich Company.

Princeton University, Industrial Relations Section. *Hours administration as influenced by the defense program*. By Edward P. Moore. Princeton, N.J. 1941. 32 pp. \$1.00.

Different types of shift schedules and problems involved in the arrangements of shifts.

Stanford University, Graduate School of Business, Division of Industrial Relations. Study No. 9. *Shift schedules in continuous-process industries*. Stanford University, Calif. 1942. 23 pp. [No price given]

Factors involved in schedule construction and various types of shift schedules, particularly for work weeks of 48 hours.

United States Department of Labor, Bureau of Labor Statistics. Bulletin No. 908-18. *Collective bargaining provisions: hours of work, overtime pay, shift operations*. Washington 25. Government Printing Office. 1950. 109 pp. 30 cents.

A compilation of specimen clauses from representative union contracts.

——— Bulletin No. 917. *Hours of work and output*. 1948. 160 pp. 35 cents.

States effects on output of varying types of daily and weekly schedules of hours. Emphasizes that "Workers perform differently under the same hours because of a variety of factors" and that "the way in which a longer work schedule is achieved has a decided bearing on the results." The general conclusion from 78 case studies is that "everything else being equal, the 8-hour day and 40-hour week are best in terms of efficiency and absenteeism . . ." especially where output depends more upon the pace of the operator than upon the pace of the machine.

6. RIGHTS OF EMPLOYEES IN MILITARY AND CIVILIAN WAR SERVICE

Bureau of National Affairs, Inc. *Military leave policies of 500 corporations*. Washington 7 (1231-24th St., N.W.). October, 1950. 28 pp. \$1.00.

Information compiled in this survey is presented in summary form under the following headings: Who is granted military leave rights, benefits on departure for service, benefits while in service, reinstatement of veterans, and other policies including status of replacements for servicemen. Full text of the policies of six companies is also given.

Conference Board Management Record (247 Park Ave., New York 17), September, 1950. "Writing a military leave policy." pp. 324-326, 358-362. Membership.

———October, 1950. "Military leave and the bonus question." pp. 378-379.

———November, 1950. "Military leave—what happens to benefit plans?" pp. 410-411.

Information given in these articles is based on preliminary data from a study of the whole subject which is scheduled for early publication.

Monthly Labor Review (Government Printing Office, Washington 25), September, 1944. "Seniority in the automobile industry." pp. 463-474. 30 cents.

Among other things, this study indicates that "seniority problems which arose in the course of the conversion of automobile plants to the production of military equipment were usually resolved either by changing to a plant-wide unit or by placing all transfers to war jobs on a temporary basis." The discussion covers both intra- and inter-company job shifts.

———October, 1944. "Seniority in the Akron rubber industry." pp. 788-796. 30 cents.

In contrast to the automobile industry, the rubber industry experienced few problems of conversion. As a result few modifications were necessary in the existing modified departmental seniority system. Special policies applying to veterans, women, and Negroes are discussed.

National Industrial Conference Board, Inc. *Studies in Personnel Policy* No. 52. *Company policies on military service and war jobs*. New York 17 (247 Park Ave.). 1943. 28 pp. Membership.

A summary of information received from 251 companies which gives the features of company policies covering military service, civilian war service, and industry-wide and community transfer agreements. Texts of several plans of different types are also included.

United States Department of Labor, Bureau of Veterans' Reemployment Rights. *Veterans' reemployment rights: question and answer handbook*. Washington 25. Government Printing Office. 1950. 88 pp. 25 cents.

A guide to interpretation of veterans' rights under the various Selective Service Acts.