MANPOWER AND PERSONNEL PROBLEMS IN INDUSTRIAL MOBILIZATION

I. General


"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.


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.


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


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.


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.

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


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.


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


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.


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 Rep-
representatives, pursuant to H. Res. 113: "Recommendations on full
utilization of America's industrial capacity and labor supply in the
pp. 20 cents.

Contains considerable information on the problem of "priorities un-
employment" in the last war especially with reference to its impact
upon the automobile industry. Fuller details are available in the hear-
ings in Detroit which preceded this report and the Washington hear-
ings 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. Bul-
letin No. 908-7. Collective bargaining provisions: promotion, trans-
fer, and assignment; lay-off, work-sharing, and reemployment. Wash-

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 man-
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.
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 Mo-
tor 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.


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.


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


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


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


Summarizes methods used by representative companies and communities.


Practical suggestions for finding and training workers.


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


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

A guide for action.


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.


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


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."


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.


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.

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.


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.


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.


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.


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.


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


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


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


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


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.


A compilation of specimen clauses from representative union contracts.


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


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.


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


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 intercompany job shifts.


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.


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.


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