Some Techniques for Measuring Employee Attitudes in Forestry and Related Occupations

by

Hubert O. Pessner

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# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acknowledgment</td>
<td>1</td>
</tr>
<tr>
<td>Objective</td>
<td>1</td>
</tr>
<tr>
<td>Introduction</td>
<td>1</td>
</tr>
<tr>
<td>Definition of Terms Used</td>
<td>6</td>
</tr>
<tr>
<td>Measurement Contrasted Between Public and Private Forestry Organizations</td>
<td>8</td>
</tr>
<tr>
<td>Methods of Measurement</td>
<td>10</td>
</tr>
<tr>
<td>Indirect Measurement</td>
<td>11</td>
</tr>
<tr>
<td>Through the Line Organization</td>
<td>11</td>
</tr>
<tr>
<td>High Executives Leave Their Desks and Go Into the Shop to Observe and Talk to Workers</td>
<td>11</td>
</tr>
<tr>
<td>Local or Immediate Supervisor Meets with the Employees and a Report of the Meeting is Sent to Management</td>
<td>12</td>
</tr>
<tr>
<td>Interpretation of Objective Data</td>
<td>13</td>
</tr>
<tr>
<td>Direct Measurement</td>
<td>13</td>
</tr>
<tr>
<td>The Line Interview</td>
<td>15</td>
</tr>
<tr>
<td>The Unguided Interview</td>
<td>16</td>
</tr>
<tr>
<td>The Guided Interview</td>
<td>17</td>
</tr>
<tr>
<td>The Questionnaire</td>
<td>18</td>
</tr>
<tr>
<td>Conclusions Drawn from Some Employee Attitude Studies</td>
<td>22</td>
</tr>
<tr>
<td>Results of Public Forestry Studies</td>
<td>27</td>
</tr>
<tr>
<td>Attitude Measurement in Private Forestry as Determined by the Survey</td>
<td>29</td>
</tr>
<tr>
<td>Summary and Conclusions</td>
<td>33</td>
</tr>
<tr>
<td>Bibliography</td>
<td>36</td>
</tr>
<tr>
<td>Appendix</td>
<td>39</td>
</tr>
</tbody>
</table>
OBJECTIVE

It will be the purpose of this paper to enumerate some of the more widely used techniques in attitude measurement available for use in the industry, and to report on a survey conducted by the author in respect to techniques now in use.

INTRODUCTION

It is increasingly apparent that our twentieth century industrialization is bringing a number of complex problems to the fore. The human machine that is responsible for our great strides forward is undoubtedly the most complex mechanism of all that we have to deal with, and extremely resistant to objective analysis and subsequent evaluation. Perhaps one of the most difficult of these problems is that of attempting to understand and evaluate the employee-employer relationships as expressed through the work situation.

However, it may be seen that considerable progress has been made in the field of human relations; but it must also be pointed out that we have merely "scratched the surface" so to speak, and that there is yet room for greatly increased activity in this connection. We are, nevertheless, coming to a better, although by no means complete, understanding of the many factors motivating human actions and relationships.

The consideration of human desires, drives, and motivations are extremely important essentials to the maintenance of a
congenial work situation. The forward looking business executive is, or should become, aware of the presence of these morale factors and should attempt to stimulate desirable relationships between the employees and management.

This is just as true whether the workshop is out in the forest or in the factory, and whether the scene of operations is in the office, the mill, or in the woods. And also, no line may rightly be drawn as to who the employing agency is; whether it be a Private or Public Forest agency. Employee attitudes and over all morale is a factor, or rather a group of factors, that must be considered by the employing group in any field of endeavor; otherwise it would be impossible to perfect a smoothly functioning and efficiently performing organization. These morale factors are perhaps paramount to all others, whether the individuals concerned are performing their work singly or collectively. The old "if you don't like the way we do things here, you can leave" attitude is definitely becoming a thing of the past. Present day management is coming to realize more and more that a better and more efficient job will be done by their subordinates if they are "taken in" as partners in the enterprise, and not "ground under the heel," so to speak, of management.

In attempting to analyze these morale factors, the executives of any organization must be interested in every phase of human behavior as it pertains to the work situation, and hence is, through necessity, interested in the worker while the latter is away from his job. This is important, since the way a worker
feels and what he thinks is necessarily carried over from his leisure hours to his work and vice versa. Viteles in his book "Industrial Psychology" (35) quotes on page 582 from Whiting Williams in regard to this matter as follows:

"There is an absolute impossibility of walling off the factory from the home, the worker from the citizen, and of dividing the hankerings of a man's working hours off from those of his leisure hours."

Kornhauser and Sharp, (18) in their study of "Worker Attitudes in a Factory," also have something to say concerning this when they draw the conclusion that:

"Work attitudes of those with 'unhappy home life' proves to be more unfavourable than average."

In many Forestry occupations it has been within relatively recent years that the worker has been able to enjoy any sort of home life at all. In fact even today, it is only under considerable hardship that a man may have his family with him on certain positions. Some of this work has always been more or less characterized by a certain lack of "community life," and these jobs are for the most part taken only by persons enjoying this type of work.

In many cases considerable time and money have been spent in the selection of personnel by both Public and Private forestry organization, with a good deal of emphasis being placed on the selection of personnel for specific jobs. This selection is extremely important at the work level for several reasons. First, the organization wants the best qualified men it can obtain
for a given position. And secondly, it is especially important in a Public Agency, since these are the workers that the average citizen most frequently comes in contact with, and the public forms its impressions of the service organization through its contacts with these employees.

However, as Dickson (4) points out:

"Scientific selection and placement does not necessarily insure corresponding efficiency."

Most organizations will give their workers additional training for a particular job they are to perform as well as provide the best in equipment for the actual work situation.

The Forest Service (7) has a very complete in-service training program with a definite attempt to place workers in a work situation where they are best fitted. An attempt is also made to take cognizance of the emotions and attitudes of the individual.

All of this is done with varying degrees of success; but, generally speaking, the only measure that Management has of its employee morale is a subjective measure that is determined by the workers immediate superior. In many instances this is a poor measure of employee attitudes, and it may be believed that conditions are running smoothly. Suddenly it is realized that something is amiss when it is observed that labor turnover is increasing, absenteeism is spreading, or production is dropping. Oftentimes, supervision may be able to put its finger on the apparent cause of the trouble and check the difficulty; but many times Management is at a loss to
know just what is wrong. In fact, it may have little or no idea of how its employees feel about their job, working conditions, wages, superiors and fellow workers.

Often pressure from the outside and other underlying forces are at work, with a resulting detrimental effect on the individual's efficiency. This may never be known by Management and certainly not divulged by the worker himself. As a study by Stagner and others (29) points out:

"Executives are not good judges of what their workers want."

They go on to say:

"A man disgruntled because of one phase of plant activity soon becomes dissatisfied with other features of his work situation."

This evidence is further corroborated by Moore (21) who has this to say concerning plant morale:

"The disturbing human forces are few in number in a plant, but they are the key to successful morale building. They should be known and the factors responsible for their attitude disclosed and remedied. These conditions are only recognized when unrealized individual values, inhibited ambitions, and quelled aims are seen in their true light."

This breach in employee-employer relations can many times be revealed by an employee-attitude measuring device that is properly constructed, administered, and subsequently evaluated.
DEFINITION OF TERMS USED

Many times attitude is confused or used synonymously with interest. Poffenberger (24) states on page 340:

"Feelings, attitudes, and 'liking to do' are the essentials of every definition of interest."

This would tend to make attitudes an integral part of interest, but it is argued that a person may be interested in a particular pursuit, and yet have a negative attitude concerning some phases of it. We may turn to Hoppock's book, "Job Satisfaction," (13) for an asseveration of this when he says:

"A person may be satisfied with one aspect of his job and dissatisfied with other features of it."

And Strong (32) on page 21 says that:

"Attitude is defined as the difference between liking and disliking an item."

And then English in his "Dictionary of Psychological Terms" (8) calls attitude:

"Suspended action or mere feeling."

and of interest he says:

"In the plural, interests are dispositions defined in terms of objects which one easily and freely attends to, or which one regards as making a difference to one's self. Interest questionnaires are used in this sense."

It would seem then that as Poffenberger (24) remarked above:

"... attitudes are an essential of a definition of interest."
And yet it may also be isolated as a separate entity and studied as such. Thurstone (34) agrees with this when he states:

"Attitude is here used to describe potential action toward the object with regard only as to the question whether the potential action will be favorable or unfavorable toward the object."

And this is what we are attempting to measure; favorable or unfavorable employee attitudes in respect to various stimuli having either a direct or indirect effect on the work situation.

Another word that is often confused with attitude is the term morale. According to Webster's unabridged dictionary:

"Morale is a state of mind with reference to confidence, courage, zeal, and the like, especially of a number of persons associated in some enterprise."

Graves (9) gives the following as his definition of morale:

". . . the mental attitude or state of mind dependent on such factors as hope, confidence, enthusiasm, and the like, the qualities of which are determined largely by work conditions, associations, and problems."

And so it may be seen that morale is a group of attitudes acting and interacting within the individual to affect his responses to any given situation in a particular manner. Morale is essentially a problem of attitudes, and when applied to plant morale refers to worker attitudes of a large sort.
MEASUREMENT CONTRASTED BETWEEN PUBLIC AND PRIVATE FORESTRY ORGANIZATIONS

As has been pointed out previously, it has been only within recent years that any considerable degree of attention has been focused on this problem of employee attitude measurement as such. In the writer's rather limited experience he has come in contact with no private forestry organizations that have, up to the time of this writing, devoted any specific attention to the measurement of employee attitudes. Of course, some indirect measurement has been made by the supervisory personnel as the workers' attitudes affected output, but for the most part the approach to the problem has been not of trying to improve attitudes, but rather one of remedying the situation by transferring or possibly discharging the personnel involved.

And to date there have been but two studies approaching this topic within a Public forestry agency. These are namely, the recent study completed by Dr. Strong of Stanford University (unpublished) on the "Interests of Forest Service Men," and the comprehensive work of Paul Graves at New York State College of Forestry in collaboration with the United States Forest Service, entitled "Morale in Public Forestry Organization in the United States."

1. In this respect a survey was conducted by the author of some twenty-four lumber companies here in the northwest. The results of this survey appear elsewhere in the paper, and the actual letters received are to be found in the appendix.

2. Several companies truly recognize this problem and are attempting the necessary adjustments in personnel policy.

3. The results of this study appear elsewhere in the paper.
However, considerable work has been done in the field of attitude measurement within recent years by industry in general. A number of rather complete and comprehensive studies are available for consideration, and perhaps one of the more important works was that carried on in the Westinghouse laboratories and written up by Chase (3).

In the perusal of these studies it is apparent that much the same set of factors are responsible for human motivation in regard to the work situation in all cases; but in unlike situations different factors will gain more importance. And, so it is with the forest industry. The factors affecting human motivation will be much the same as elsewhere, except that the variance with other industries will be in degree only. Hence a factor in attitude or morale building that may be rated high in, say a machine shop or assembly plant, may be rated comparatively low out in the woods on a logging operation, and the reverse is also true. A morale factor that would be of great importance to a group of sawmill workers may be of relatively slight importance to the workers out in the woods. Accordingly, it seems apparent that although the same group of attitudes affect worker morale irrespective of the particular work situation, they do not all carry the same weight in these different situations.

Consequently, each work situation must be carefully analyzed to bring out those factors that are most significant and carry the greatest weight with the workers. Then a technique must be employed that will be a valid measure of these same attitudes.
with a minimum expenditure in time and money and yet attain the desired results. It is through this approach to the problem that we can give a maximum of time and attention to the needs of a given group of workers and the individual worker himself, with the ultimate result of bringing about an augmented degree of coordinated and cooperative effort between Management and the employee.

METHODS OF MEASUREMENT

Available for use in the Forest industry are a number of techniques for measuring employee attitudes. Some of these have, and some have not, been put to use. Those techniques that have found the widest use in industry generally will be listed here and then discussed in considerable detail later.

Attitude may be measured either by indirect or direct contact with the workers. Indirectly, it may be measured by, (1) through the line organization, (2) high executives leave their desks and go into the shop to observe and talk to workers, (3) immediate supervisor meets with employees and report of the meeting is sent to the management, (4) interpretation of objective data.

Employee attitude may be measured directly in the following manners, (1) the line interview, (2) the unguided interview, (3) guided interview, (4) the questionnaire.

First we shall take up the discussion of attitude measurement by indirect methods, since these techniques have had the
widest usage in the past but seem to be giving way in favor of a more direct approach to the problem.

INDIRECT MEASUREMENT

Through the line organization. By this means information passes up and down through the organization in an undistorted form. Management knows how the worker feels about his job and the work. The employee knows what the management is thinking and doing.

As may be readily seen, this type of worker-owner cooperation is successful only in a small company and cannot be readily applied in an extremely large and complex industrial situation; except where the management is taken to mean the workers' immediate superior. In fact, many workers feel that their immediate superior is Management itself. What they think of the company as a whole, whether favorable or unfavorable, is many times guided by what they think of their direct supervisor. This is perhaps only natural, since in many cases where a large industrial concern is involved, the immediate supervisor is the only representative of management that the worker comes in direct contact with.

High executives leave their desks and go into the shop to observe and talk to workers. In this way top management is allowed to contact the workers at their stations and become familiar with the worker as an individual, and the work he is doing. There are several different forms this type of approach may take. The executive may dress informally and mingle with
the workers to find out what they are talking about, what interests them most, and their attitudes towards numerous phases of the work and their surroundings.

Or, the official may make himself known when he comes into the shop and stop to chat in a congenial manner with the various workers, thus tending to instill confidence towards the management in the minds of the employees. Many times workers' gripes may be uncovered in this manner, and it will many times open the eyes of the management as to what is going on in the plant. However, there are often many factors operating to make this type of employee-employer contact impractical. Lack of the necessary amount of time, pressing business matters that keep him in the office, and appointments may be mentioned as a few.

When carried out in the proper spirit, and the employees are not given an opportunity to suspect snooping or some similar practice, this can be a very effective means of cementing relations between the worker and the top executives of a plant. A few encouraging words from the company "big shots" to the employee, given in a personal manner, can often go a long way toward improving morale.

The local or immediate supervisor meets with employees and a report of the meeting is sent to the management. This is more or less self-explanatory, but several items may be pointed out. Many times workers will not reveal what they really think if they are afraid it will be held against them. They will often weigh their ideas against the supervisor's personality and, as a result, often refrain from exposing a condition that in reality perhaps should be remedied.
In an ideal situation this report will go not to top management immediately but to the personnel department where it will be thoroughly studied and then recommendations will be sent to management for further study and possible solution of any problems that require such attention.

The interpretation of objective data. Such objective data as production increase or decrease, rate of labor turnover, absenteeism, tardiness, and time lost while waiting for materials can sometimes be attributed to employee attitudes. However, there are so many factors that may be involved here, that it is difficult to state with any degree of certainty whether the increased labor-turnover, or the falling off of production, may be likened to poor worker attitudes or whether managerial shortcomings or some other circumstances are not responsible for the condition's existence. As stated before, such conditions may reflect poor morale among the workers, and they should be noted as a warning signal that something is wrong and will bear further investigation.

DIRECT MEASUREMENT

In attempting to measure employee attitudes directly, it is perhaps well that we have the objectives of such measurement well in mind. These are set forth quite aptly by Arthur Kolstad (17), in his study of "Employee Attitudes in a Department Store." He says:

"A study of employee attitudes to be of value to management must measure these three things:
1. A measure of over all job morale.

2. An opportunity for the employee to express his opinion on a number of specific points concerning the job, working conditions, feelings toward fellow employees, relations toward superiors, an understanding of managerial policies, etc.

3. An evaluation of specific attitudes and beliefs in terms of correlation with general morale."

And again turning to the work by Kornhauser and Sharp (18), they would warn us with a word of caution regarding the proper approach to a study of employee attitudes when they say:

"Without a favorable setting, no amount of subtle and refined technique will greatly help. Hence, above all else, we would emphasize in the study of worker attitudes, the necessity for creating and maintaining conditions which make for free and frank expression, with no fears of reprisal, and no doubts but that personal confidences will be absolutely respected."

And so it is seen that we must plan our attitude measurement program carefully and see that it rests on a particularly sound footing. We must be sure that the employees are properly prepared for it and that no false claims are made for the survey. As Gerald Brown (2), in his study of "Job Attitude II, Store Employee's," says:

"The chief weakness of many attitude surveys is that they are heralded as 'cure-alls,' and not modified to the needs of the particular business in question."
He continues:

"They are too often 'sprung' on the workers without the proper amount of build up. They arouse suspicions as to management's real motives, and the results are often more harmful than they are good."

With the foregoing purposes well in mind we shall next look to our methods of direct measurement with a view toward applying these principles.

The line interview. This attempted attitude measurement technique usually takes the form of interviews by the line supervisor of those workers under his immediate supervision. This system may range all the way from formal to informal interviews, and from being guided by a definite procedure and series of questions to be asked and answered, to an unguided interview where the employee is allowed to "get off his chest" whatever seems to be the most important at the moment. This method has several shortcomings; among them are: (1) The employee usually will not talk freely, since it may jeopardize his position, either toward his superior, or perhaps toward the group, or both. (2) The supervisor, of necessity, is usually not a trained interviewer; since he cannot be expected to be a good supervisor and also an efficient and impartial interviewer. (3) The supervisor cannot get a clear picture of the numerous factors causing employee motivation, because, as mentioned before, he is not a trained man for this type of work.

However, if it is deemed necessary that this technique be used for any one of a variety of reasons, the work should be
guided in any event by a specialist, and the necessary interpretations of the results should be made by him.

The unguided interview. This measurement device can, in many instances, be most effectively used in a situation where time nor cost is an essential element when weighed against the importance of worker morale.

Several conditions are necessary before this technique can be an effective approach to adequate attitude measurement studies. One of these conditions is that the interviewer be especially trained for his work, and skillful enough to be able to obtain a valid measure of the workers' attitudes and motives. The second is that the proper approach be made to the employees, thus insuring their complete cooperation and wholehearted support.

The interviewers conducting the survey may be either employed by the company in question or brought in from the outside to carry out the venture. In making the survey it should be pointed out to the workers that there will be strict secrecy in everything they say or opinions they express to the interviewer. Confidence should and must be stimulated in the minds of the workers toward the interviews, and they must be made to realize that the fullest cooperation on their part will result in better conditions for themselves and management as well.

In the unguided interview, the interviewer will first make every effort to see that the interviewee is completely at ease, and allowed to talk freely about any phase or phases of the work situation that he has on his mind, or anything else that
may seem to be bothering him, if at all. Whiting Williams is quoted by Viteles (35), as follows, concerning this point, on page 581:

"The extreme importance of the workers' feelings and experiences, rather than his logic or reason, is a factor in all his viewpoints and attitudes."

And, as Gerald Brown (2), says:

"What employees think is the case is far more important than what may really be the case - 'It's how they feel that counts.'"

So it may be seen that the interviewer will have to take notes on the different points brought up in the course of the conversation, and he should be able to pick out and isolate those factors in the individual's thinking that have a direct bearing on the worker in relation to his work situation.

As mentioned above, this technique is likely to be rather costly as concerns both time and money, but if the desired results are obtained, this cost may be more than overshadowed by increased production and worker morale; which is, after all, the desired end.

The guided interview. This is, as the term indicates, a guided interview, where the situation and the topics covered are controlled by the interviewer. Whereas, in the unguided interview, a large amount of time is spent in bringing out the specific points in the course of the interview itself that are determinants of worker morale; this work is seemingly taken care of beforehand in the guided interview. How well this type of
approach gets at the root of the workers' attitudes is at least partly determined by how thorough an analysis of employee attitudes has been made by those conducting the study. Thus, we see that one inherent advantage of this technique is in the amount of time spent in the interview itself. Rather than to have to wade through a lot of conversation to get at the "meat" of the situation, and hence time consuming, as in the unguided interview; here we have all the main points of consideration worked out before hand, and all that we need do is to get the workers point of view regarding them. Following this, the employee may be asked if there are any additional remarks he would like to make, or anything additional he might like to say, with possible leads being suggested by the interviewer himself. Like the unguided interview, whether the measuring device will be successful or unsuccessful depends on the skill of the interviewer in obtaining accurate answers and properly evaluating them.

The questionnaire. Here we have undoubtedly the most widely used form for measuring employee attitudes. It lends itself very readily to adaption to the particular situation involved, is comparatively easy to administer, and for a large concern is perhaps the most effective for the cost involved, other things being equal.

The questionnaire technique consists chiefly of asking a series of questions concerning those employee attitudes the company is desirous of measuring. They may include questions pertaining to the company, the particular job the worker is
engaged in, working conditions, pay, fellow workers, etc.; keeping in mind, of course, our three basic objectives of attitude measurement as given earlier in this section on page 14.

Several different types of questions may be asked; namely, (1) the multiple choice type, where a question is asked and a series of answers are suggested, the worker selecting the most appropriate one in his case, (2) the question is asked and may be answered by checking a yes or no answer, (3) a specific question is asked and room given on the form for a written answer, (4) a combination of several of the above methods.

In their book, "Personnel Management" by Scott and others (27), they state on page 511 as follows:

"The multiple choice type of question permits considerable shading of meaning when carefully constructed, is quicker to answer, and is readily measurable by statistical methods."

Continuing, they say:

"The multiple choice method supplemented by a few yes or no questions has found wide use in mass investigation of employee morale."

It might be well, and often is of considerable value, to have this form followed by a "remarks" section where the employee can express some of his own ideas.

In regard to question type (3) above, this is again a situation that involves a time consuming procedure in scoring the answers, and for this reason is difficult to use. Also some workers have a certain degree of difficulty in expressing
themselves adequately on paper. Another disadvantage to this type of question is that there may be different shades of meaning to the interrogation, and will very likely be interpreted differently by different workers.

A typical example of a multiple choice type of question is given by Richard Hull (16) in his article, "Measuring Employee Attitudes," as follows:

"In your opinion are there other companies in (this city) which treat their employees better than (this one) does?"

( ) all of the others are better.
( ) most of the others are better.
( ) about the same.
( ) this company is better than most others.
( ) this company is best of all.

This type of question allows for specific shades of meaning and, as stated above, lends itself readily to statistical analysis.

This particular form of question is used by Graves (33) in his study of "Morale in a Public Forestry Organization in the United States."

Some other data is usually asked for on the questionnaire to enable management to study other factors in relation to morale. As given by Scott and others (27), some of these are:

"Age group, length of service, earnings, education, and marital status.

Also the department number is often asked for, so that results of the study may be compiled on a departmental basis. This is often very important as Hersey (11) says:
"By this means management can usually ascertain which departments are putting over their personnel program, and which are not."

In the administration of the questionnaire to the employees of a plant, it may be either administered to one department at a time or to the whole plant simultaneously, whichever procedure seems to be the most profitable in the particular situation. Another point that is of utmost importance is, who will administer the survey? Will it be the company personnel department, or will it be an outside organization?

This depends for the most part on the company and its organizational set up. If the personnel department is qualified for the task, they may do it; otherwise it is perhaps best to call in an outside group, experienced in such undertakings. At any rate, whoever administers the inquiry should gather the workers together on company time, in a suitable meeting place, and fully and completely explain the purpose of the survey.

The employees must be assured that there will be no possible means of checking identities, and that it is being conducted on a purely cooperative basis, with the goal in mind of remediating, not necessarily today or tomorrow, but as soon as is practicable, any evils that may exist in their mutual relations, in working conditions, or whatever other phase of plant relations it may be the purpose of the survey to bring out.

It is often well to have some of the employees themselves volunteer to pass out the blanks and again to pick them up once they are filled out. Thus further assuring the workers that
there is no possible means whatever of identifying personalities. On perhaps this one point the status of the whole survey may depend. If the workers do not answer the questions truthfully or do not feel that they can cooperate wholeheartedly in the undertaking, it can be considered a waste of time and money. Properly constructed, administered, and evaluated, however, it will, as Hersey (11) says:

"... allow management to go directly to the source of trouble, without spending valuable time in guesswork."

CONCLUSIONS DRAWN FROM SOME EMPLOYEE ATTITUDE STUDIES

Here we shall list some of the concluding high lights of several attitude surveys conducted in the past few years to obtain a general idea of some of the worker attitudes that would seem to be of importance in determining employee morale.

It might well be brought out that, since these studies have not been conducted in industries directly related to forestry, they are of little value. But, as has been pointed out earlier, the factors affecting human motivation are much the same irrespective of the given work situation, and the variance is only in degree.

A factor that rates high in one work situation may not rank equally high in another, but most of the same factors are to be found influencing employee morale in every work situation. Some will just carry more weight than others. These will be influenced directly by the working group itself, and the working environment.
According to the study by Hersey (11), entitled "Employees Rate Plant Policies," the following are the four most important worker attitudes in 1937.

1. "Steady employment
2. Amount of pay
3. Safety
4. Fair adjustment of grievances"

The four least important were as follows:

1. "Employee stock subscription
2. Voice or share in management
3. Methods of pay
4. Chance to show initiative"

The study by Herbert Moore (21), shows the following to be significant to workers:

1. "Many employees do not believe that the foremen are capable.
2. Men will not be cogs in a machine; when they do a good job, they want credit for it.
3. 20% to 40% of those 20 to 35 years of age are disappointed with the progress they are making."

The work by Gerald Brown (2), entitled "Job Attitude II, Store Employees," has the following observations to make:

1. "It disclosed the department heads that were good profit makers but poor leaders; they were not training employees to be efficient and loyal workers.
2. It uncovered unfortunate trends before they developed into major issues."
A summary of "Employee Attitudes in a Department Store," by Arthur Kolstad (17), is as follows:

The study reported here was between selling and non-selling employees.

1. "Non-selling employees have lower morale than the selling employees.

2. Morale among the selling employees:
   a. Promotion of the best qualified workers.
   b. Encouragement to offer new ideas and suggestions.
   c. Understanding of difficulties of job by superior.
   d. Being given needed help to get results expected.

3. Morale of non-selling employees:
   a. Being given needed help.
   b. Encouragement to offer new ideas and suggestions.
   c. Fair hearing and square deal on grievances.
   d. Promotion of best qualified person.

4. No significant differences were found between morale of men and women and single or married workers.

5. Among the non-selling employees who had worked 1 - 5 years: they were found to have lower morale than those who had worked either a longer or a shorter period.

6. This difference (#5 above) in selling employees was not significant."

Harold Bergen says there are nine determinants of worker morale in his article "Measuring Wartime Attitudes and Morale" (1). These are, in order of sequence, as follows:

1. "Worker wants to be consulted about changes affecting his status.

2. He wants clear and complete instructions.

3. He would like to suggest better ways of doing the job."
4. He wants an opportunity to grow in his job and receive help when it is needed.
5. Fairness of promotional practices.
6. Fairness in discipline, employee benefits, overtime, etc.
7. A chance to discuss grievances fairly with the boss without the fear of getting in bad.
8. Workers want information about their company; if they don't get the facts, they get fiction elsewhere.
9. They want management to come clean with the facts and not to camouflage them."

Scott and others (27), page 515, give a list of "Specific Attitudes and Their Significance for Morale of a Typical Group of Workers"; taken from a study by J. D. Houser, entitled "Methods or Results: Profit Motive or Ego." Harvard Business Review, Vol. XVI, No. 3, 1938, p. 294. The list, in order of importance, is as follows:

1. "Receiving help necessary to get the results expected.
2. Being encouraged to offer suggestions and try out better methods.
3. Being able to find out whether work is improving.
4. Reasonable certainty of being able to get fair hearing and a square deal in case of grievances.
5. Certainty of promotion going to the best qualified worker.
6. Encouragement to seek advice in case of real problems.
7. Being given information about important plans and results that concern the individual's work.
8. Being given reasons for changes that are ordered in the work.

9. Not being actually hampered in the work by the superior.

10. Not getting contradictory or conflicting orders.

11. Being given to understand completely the results that are expected in a job.

12. Pay assurances of increases when deserved.

13. Being invited to offer suggestions when new plans are being considered.

14. Feeling that the superior understands all about the difficulties of the individual's job.

15. Being given to understand completely the general methods that the superior wants followed.


17. Not being responsible to too many different superiors.

18. Knowledge of other jobs in the organization that the individual feels capable of handling and would prefer."

From the above it may be seen that different groups of workers have shown varying degrees of preference for any one morale-building item. However, all the workers seem to exhibit about the same traits that tend to make them feel satisfied on a given job.

Another point that is worthy of consideration is the fact that pay is not the number one consideration of the workers in these several studies. Pay certainly is important; but beyond a certain point where the individual has sufficient to maintain his standard of living, it perhaps occupies a secondary position.

As the generalization by Houser (14) indicates:
"That ego-satisfaction is an essential element of job morale, and the monetary return is merely a justified function of circumstances."

And so it is seen that other, more intrinsic values play an extremely large part in our everyday work adjustment.

RESULTS OF PUBLIC FORESTRY STUDIES

In the study made by Graves (9) of "Morale in a Public Forestry Organization," he finds the following twelve items to be of significance in affecting employee morale. These are given in order of their relative importance as follows:

1. "Personal characteristics of superiors.

2. Inspirational stimuli provided by superiors.

3. Future in the work for the employee.

4. The handling of promotions and advancements.

5. Credit by superiors for originality and accomplishments of the employee.

6. Weight given by superiors to the employee's ideas on how the work should be done.

7. Treatment of the employees by the management in general.

8. Extent of favoritism in the organization.

9. Effectiveness and fairness of the efficiency rating system.

10. Salary.

11. Personal satisfaction in the work.

12. Manner in which disciplinary matters are handled.
These significant factors in employee morale seem to indicate that the characteristics, qualities, and abilities of the employees' immediate superiors and the attitude of the management concerning the points which closely affect the employees are the most important controlling influences with respect to morale."

The study made by Dr. Strong of the "Vocational Interests of Forest Service Men,"¹ and referred to earlier in this paper, indicates a possible weakness in the selection of men at the bottom, since the interests of the Forest Service men at the ranger level are unlike the interests of administrators. Some of the conclusions he draws are as follows:

"It is to be wondered if the Forest Service is recruiting enough men at the bottom that have interests similar to those of top administrators to provide a good assortment of workers from which in later years to draw the leaders of the organization. Recreational men, who are more interested in people than in trees, are closer to public administrators than are district rangers. It is possible that some of these men will later move into the administrative positions.

"There is a suggestion that possibly the older men with distinctly ranger, but no administrative interests, are dropping out of the service when promotions are not forthcoming.

¹Results of this study not to be published in any form.
"These men are satisfied with their jobs, but should be rewarded, not with promotion to a different type of work, but with increased status and pay. If moved to other types of work many of them may become misfits and hence of little value to the organization."

Results of both of the above studies indicate that promotional possibilities and the future in the work for the employee are important considerations and should be given considerable weight in the initial selection of workers. Of course, this is not possible in every case, but where ever possible it should be, and is, taken into account.

This is necessary, because it tends to help minimize, although not entirely alleviate, the later problem of dealing with unfavorable worker attitudes due to these same factors.

ATTITUDE MEASUREMENT IN PRIVATE FORESTRY
AS DETERMINED BY THE SURVEY**

A form letter was sent out to ten concerns in Oregon and thirteen concerns in Washington and one in British Columbia. The companies were chosen chiefly because of the size of the organization, since it was felt that the larger organizations would be more likely to have undertaken some sort of a personnel program and might possibly have made some attempt at an attitude survey.

*Not to be published in any form.

**These letters are to be found in the Appendix.
A copy of the letter sent may be seen on page 1 of the Appendix. Of the twenty-four companies written to, replies were received from nineteen of them.

Generally speaking, the results of the survey were not too encouraging. It is possible that this may have been due to improper wording of the letter sent out. It is also possible that if more specific questions were asked, better answers would have been received, and, consequently, more information might have been obtained. There is also the possibility that the language used was not understandable as was evidenced by one reply that was as follows: "We are unfamiliar with the term 'Techniques for measuring employee attitudes.'" I believe that in the main, however, the language used was fairly understandable, although some replies seemed to indicate that they wished the letter was more specific in the type of information desired.

Several of the organizations had little or no apparent trouble in determining what type of information was desired in the survey.

Some of the results obtained are summarized as follows:

No information at all was available from eight of the concerns that replied.

Six concerns had no separate personnel department.

In one concern no consideration at all was given to employee attitudes.

In five organizations attitudes play an important part in managerial policies.

*These letters are to be found in the Appendix.
Three organizations stated that they provided the employee with an opportunity to advance if he so desired. One company said that the Union kept them posted on employee attitudes. One concern determined attitudes by keeping contact with the employees. The Union grievance committee settled all disputes in one organization. In five companies the employee attitudes were determined through foreman's observation. In one concern the employees could bring their problems to the Personnel Department. And one company felt the responsibility of keeping their employees' morale high by properly training the foreman. Most of the concerns contacted were extremely willing to cooperate and supply as much information as they possibly could. For this cooperation the author is most appreciative.

From the survey, it appears that some of the industry is very forward looking and giving considerable thought to the problem of industrial relations and the many intricate phases of personnel management. While another portion of industry is just becoming introduced to it, and a third portion seems to have available relatively little information concerning this phase of personnel management. As stated by one very interested party:

"I will be greatly surprised if you find that anyone in the lumbering industry has done much along the lines
you are interested in. The industry has been reluctant to move into the newer field of industrial relations, and it has preferred to sit back while someone else made the experimental mistakes. I am not arguing for this attitude because there is such a thing as being too far behind in the parade."

Another concern writes:

"I regret to inform you that this company has no established program or technique for measuring employee attitudes whatsoever. It undoubtedly is a mistake, in my personal opinion, but no organized or formulized method for keeping posted on what our employees are thinking is attempted."

A third company states:

"Personnel work is fundamentally an acknowledgment by management that a man should be given the opportunity to work at a job that fits him and that he be assured of the right of redress to an authority higher than his immediate superior, should he feel that he is the object of any injustice.

"This procedure of personnel work is naturally inducive to steadier and happy employment and should, when men are plentiful, thus give us an opportunity to give careful consideration to the selection of our employees, pay dividends to the employees through steadier, safer, and more pleasant working relations, and to the company in more efficient production."
Another organization attempts to educate their foreman on the "human side" of their workers.

So it would seem that the field is wide open for developmental work in this phase of industrial relations. As we have seen, relatively little work has been done in this connection, but there are a number of techniques available for use in the industry, both public and private. Some companies seem to be the forerunners in this work, and when others realize the desirable results to be attained through the use of an integrated personnel policy, and as a part of this policy, the use of adequate devices for measuring employee attitudes, they will be only too willing to follow the lead of others.

The benefits to be accrued are several. Among these are increased efficiency and production, the lessened cost of labor turnover and resulting expense of training, and the increased employee morale and its effect on the worker to make him feel that he is a part of the larger organization. These will all have their effect to produce a solid foundation upon which to rest the industrial accomplishments of the future.

SUMMARY AND CONCLUSIONS

As we have seen, attitude measurement has been attempted in a number of different ways. We cannot say that some methods are good and some bad; but, I believe, we may say that they are all good when used properly, and the limitations of each are fully realized and compensated for. And then too, if we augment one measure with another, so that one method covers
up the weak points of the other, our resulting measurement technique will be just that much more effective. For example, such as combining the questionnaire with a short interview to gain a better insight into the mechanism of the worker's mind.

Through the use of the questionnaire and possibly the guided interview techniques, we have the most easily scored methods of attitude measurement. This will, in many cases, eliminate unnecessary delay in remedying organizational situations that the survey may bring to light. This in turn will tend to stimulate confidence among the workers when they see that their suggestions and answers have brought results; especially before too much time had elapsed and they have had a chance to forget about the attitude study. As Gerald Brown (2) cautions:

"Management must follow through on all suggestions developed in the survey. Many of the suggestions obviously cannot be carried out; but they must all be considered, and the workers must know that you are considering them, otherwise a good deal of harm may be done due to mistrust and ill will created."

Undoubtedly, the one big problem involved in any attempt to measure employee attitudes, may be found in getting an honest expression from the worker as to his actual feelings at the moment, in relation to any particular phase of his contact with the specific work situation.

The nearest approach to this may be obtained when we have given the employee to feel that his inhibitions relative to revealing the actual situation as he sees it are entirely
unnecessary. And management expresses a genuine and sincere willingness to cooperate and hence make the survey a complete success from the viewpoints of both labor and management.

It may be well to interpose herewith a few appropriate remarks by Strong (30):

"The purpose here has been to emphasize that such factors as morale, interest and purpose, are among the most important, if not the most important of all considerations. More important still, we must learn how to develop and strengthen proper motives, under the inspiration of which, the individual will be energized to his maximum performance."

The Forest Industry, both Public and Private, is in some instances realizing these employee motivations and accepting the fact that their organization is only as efficient and effective as those individuals make it that compose the organization.

With this firmly in mind and with steps taken to meet this problem from an analytical viewpoint, it is possible that the industry can look forward to a period of increased stability among its workers, with its accompanying benefits to all concerned.
BIBLIOGRAPHY


31. Strong, Jr., "Vocational Interests of Forest Service Men." (Unpublished)


In this section will be found the actual letters received from the various companies that responded to the form letter that was sent out.

This letter was sent to ten companies in Oregon, thirteen companies in Washington, and one in British Columbia. Replies were obtained from seven companies in Oregon, eleven in Washington, and one in British Columbia. The companies were selected principally due to the size of the organization, since it was felt that the larger companies would be more likely to have set up some procedure for analyzing employee attitudes.

The letters are listed alphabetically; except for the letter heading the list. This one is placed in this position since the reply was received on the original and will allow the reader to observe the letter used in the survey.

Replies were received from:
2. American Box Corporation, Lakeview, Oregon.
3. Bloedel, Stewart & Welch Limited, Vancouver, B.C.
8. Medford Corporation, Medford, Oregon.

*Letter Returned*
Mr. Edward B. Wight, Manager
Walton Lumber Company
Everett, Washington

Dear Mr. Wight:

I am writing to you in regard to the possibility of obtaining some information pertaining to personnel work.

At present I am a senior in the School of Forestry here at Oregon State College, and am writing my senior thesis on the topic: "Some Techniques for Measuring Employee Attitudes in Forestry Occupations".

I would be very much interested in knowing what techniques are used by your organization in determining employee attitudes, or to what an extent this plays a part in your personnel program. This might be either in relation to woods work, or in the sawmill or other processing plant.

Any information that you may be in a position to pass along to me in this respect would be greatly appreciated.

Thank you in advance for your consideration.

Very truly yours,

[Redacted for privacy]
Mr. Hubert Pessner
Phi Lodge
13th and Monroe
Corvallis, Oregon

Dear Sir:

In answer to your letter of March 23, I am very sorry that we have very little information on the topic you wish to write about for your senior thesis. Our operation here in Lakeview is not large enough to warrant a personnel department, therefore we have not made any specific study along this line. I would suggest that you get in touch with the Weyerhaeuser Lumber Company or the Forest Service as they may have made some survey on the personnel problem.

It is only the larger lumber companies that would make this sort of survey. It may be that if you were more specific in asking us a few questions I would be able to answer them for you and we would be very happy to do so if you would write us.

Yours truly,

Redacted for privacy

Leslie G. Passmore
Mr. Hubert Pessner  
Phi Lodge  
13th and Monroe  
Corvallis, Oregon

Dear Sir:

Your letter of April 2 to Mr. Passmore has been referred to me and although we are not too certain of the information you want, I shall give you a few suggestions that may be of some help to you.

Our operation employs approximately 175 men and these are in five groups and under five foremen or supervisors. These groups are logging, sawmill, yard, box factory and moulding plant. Each supervisor has between 25 and 45 men under him and is responsible for their work. He hires and fires his own men. A man is usually hired upon an application for some particular job in which he is skilled or upon the recommendation of someone who knows him. The foreman having so few men can keep a mental record of their ability and aptitude. Men are advanced to the more skilled jobs as they show fitness for advancement and dependability. Vacancies in the more skilled jobs occur more frequently now due to the Selective Service. Our employment turnover prior to 1942 was rather negligible. Many of our employees have been with us for five to ten years and some even longer.

During 1942 and the years that have followed our turnover has increased. We have approximately 75 men serving in the armed forces, and the appeal of the higher wages in the ship yards has added to our labor turnover.

A man working at a common labor job desiring to advance talks it over with the foreman and if there is a vacancy, he is given an opportunity to prove his fitness for handling this job. Many of the machine operators in the manufacturing plants learn to operate the machines by relieving the regular operator for a short period of time during the day and also helping in the maintenance and repair of this machine.

If a man desires to transfer from one department to another, he may do so if it is agreeable with the foreman involved. Our logging operation is seasonal and many of these men work in the box factory and moulding plant during the seasonal lay-off in the logging operation. This, of course, is all unskilled labor as they return to the woods each spring.
Discharges are few and this is done in cases where a man is not willing to perform his work satisfactorily.

We hope this information is of some value to you.

Very truly yours,

[Redacted for privacy]

RAA/s
R. A. Alexander

P.S: We would appreciate very much having a copy of your thesis when you have finished it.
Mr. Hubert Pessner,
Phi Lodge,
13th and Monroe,
CORVALLIS, Oregon.

Dear Sir:

I have for acknowledgment your letter of April 2nd asking for some information about the personnel work being conducted in our organization. Your letter has been handed to Mr. T.J. Noble, Personnel Director, with the request that he communicate with you direct about this matter.

Yours very truly,

BLOEDEL, STEWART & WELCH LIMITED

Redacted for privacy

Prentice Bloedel

PB/g

cc-Mr. T.J. Noble
We have been requested by Mr. Bloedel, President of Bloedel, Stewart & Welch Limited, to reply to your letter of April 2, 1945, in which you request information pertaining to Personnel work being conducted in our organization.

It is rather difficult in a letter to outline the techniques of personnel work being conducted in an organization as large as ours, but I will attempt to outline the fundamentals of personnel work along those lines.

Personnel work is fundamentally an acknowledgement by management that a man should be given the opportunity to work at a job that fits him and that he be assured of the right of redress to an authority higher than his immediate superior, should he feel that he is the object of any injustice.

All men hired by our Company to work in either the camps or the mills, are channelled through the Personnel Department and from him is obtained as much information as possible pertaining to himself, to his past experiences and to his natural inclinations. We then attempt to place him at a job for which he has indicated a preference. He is advised that through the Personnel Department, he may apply for transfers if he is not suited to the work he is doing. He is also advised that any complaints he wishes to voice will be given every consideration through the Personnel Department. In this manner, we instill in our employees, a feeling of confidence and whereas at one time a man could be discharged at the whim of a foreman, he now knows he has the right of redress through our department to the superiors of line management and that in most cases,
instead of having his employment terminated, he will be transferred to another department of sent back to the department from which he came.

This procedure of personnel work is naturally inducive to steadier and happier employment and should, when men are more plentiful, thus giving us an opportunity to give careful consideration to the selection of our employees, pay dividends to the employees through steadier, safer and more pleasant working relations, and to the company in more efficient production.

I sincerely hope the matter contained herein will prove of assistance to you in compiling data for your thesis and that you are successful in your graduation excercises.

Yours very truly,

BLOEDEL, STEWART & WELCH LIMITED,

Redacted for privacy

T. J. Noble,
Personnel Manager.

TJN/r
Mr. Hubert Pessner,
Phi Lodge, 13th and Monroe
Corvallis, Oregon

Dear Sir:

Referring to your letter of March 23rd, we regret very much we are unable to supply you with the kind of information which you desire. Our operation is not large enough to warrant a personnel department and consequently we have not been able to make any studies along the lines which you mention in your letter.

Yours respectfully,

BROOKS-SCANLON LUMBER COMPANY INC.

A J GLASSOW:MS

Redacted for privacy

General Manager.
Mr. Hubert Pessner,
Phi Lodge
13th. & Monroe
Corvallis, Oregon

Dear Mr. Pessner:

Replying to your letter of April 3rd., wish to state that Mr. Stuchell is out of town and will not be back until the latter part of the month. We are sorry we cannot give you the desired information at the present time but will have Mr. Stuchell write you upon his return to the office.

Thank you for writing us.

Very truly yours,

ECLIPSE MILL COMPANY

By:

H. W. STUCHELL
E. W. STUCHELL

Manufacturers of Fir Lumber

Everett, Washington

April 9, 1945

Redacted for privacy
Mr. Hubert Pessner  
Phi Lodge  
13th & Monroe  
Corvallis, Oregon  

Dear Mr. Pessner:

This will acknowledge your letter of April 3rd in re the thesis you are writing.

I am passing your letter with copy of this one to Mr. H. J. Greeley of our organization who will answer you direct on the subject in question.

Very truly yours,

R. F. Morse  
Manager Logging and Timber Dept.

CC - HJG
Mr. Hubert Pessner  
Phi Lodge  
13th and Monroe  
Corvallis, Oregon

Dear Sir:

This will acknowledge your letter of April 3 addressed to Mr. R. F. Morse which he passed on to me for answer.

I regret to inform you that this Company has no established program or technique for measuring employee attitudes whatsoever. It undoubtedly is a mistake, in my personal opinion, but no organized or formulized method for keeping posted on what our employees are thinking is attempted.

We rely then, to the extent that we do take cognizance of such factors, on off hand remarks made to or overheard by Foremen or other Company representatives.

I fear this has not been very helpful but may I wish you luck in your thesis.

Yours very truly,

Redacted for privacy

Industrial Relations' Supervisor

HJG/emh
TO
YOUR
YARD

Mr. Hubert Pessner
Phi Lodge
13th and Monroe
Corvallis, Oregon

Dear Sir:

Your letter of April 3rd addressed to Mr. Rockstrom was passed on to me.

However, I believe you will have to take up this with larger operators, such as Potlatch Forests, or Weyerhaeuser Timber Company who have larger employment and keep more personnel records.

Yours very truly,

McGOLDRICK LUMBER CO.

By
Asst. Logging Supt.

OBC: C

Redacted for privacy
Dear Mr. Pessner:

I have your inquiry for information on studies in Personnel Management and am very sorry to have to advise you that we have no such information available.

We do not maintain a Personnel Department as such, as prospective employees are sent by our office to the various foremen for interviews and because of our location many men are hired directly by the foremen without ever having made application through our office. The same system is used for our woods operation.

Although we employ approximately 450 people directly I believe you will have more success in securing the information desired from companies with at least twice the payroll size as ours as most companies with 700 to 300 employees or more must necessarily maintain a Personnel Department.

As an afterthought, I might refer you to C. L. Irving, Secretary of the Pine Industrial Relations Committee, Inc. of Klamath Falls, as a possible source of such information as he at one time served for the Edward Hines Lumber Co. and I believe he is well versed on this subject.

I am truly sorry that I cannot be of assistance to you along this line.

Very truly yours,

MEDFORD CORPORATION

Manager

ADDRESS ALL CORRESPONDENCE TO THE COMPANY
April 6, 1945

Mr. Hubert Pessner
Phi Lodge, 13th & Monroe
Corvallis, Oregon

Dear Mr. Pessner:

In your letter of the 3d you advise that you are interested in knowing what techniques are used by our organization in determining employee attitudes, or to what extent this plays a part in our personnel program.

We are currently employing 65 men and 2 women in our logging operation, 13 men in our railroad operation and 163 men and 39 women in our plant and office departments. We have a Union Shop agreement and the Union represents all except store clerks, office workers and those in supervisory and executive positions. Under the Union Shop agreement we hire new employees and they work on permit for 30 days, after that they are required to join the Union.

We do not have a Personnel Manager. This work is done by the executives and the foremen in charge of the various departments. The general practice is to hire new employees, and this is done by the department foremen, and place them at work in the more simple jobs. As opportunity presents itself the new worker is given the chance to learn a job of higher classification and when a vacancy occurs is promoted. The foreman often does this on his own responsibility but more often confers with the executive in charge of his department.

During the time that a new employee is working on a permit he is on probation. Those not qualified to be continued in employment usually eliminate themselves by quitting the job. In some few instances they have to be told that they do not fit in. Beyond the period of probation there is still further consideration regarding qualifications that will permit promotion.

In these processes a good deal is learned concerning employee attitudes. It is certainly an important consideration. In times of manpower shortages, such as we are now experiencing, not all of the importance this subject warrants is given its proper weight.

We hope this will furnish information that will help you. We get along well operating as we do and have the good will of the majority of our employees.

Yours truly,
April 6, 1945

Mr. Hubert Pessner
Phi Lodge
13th and Monroe
Corvallis, Oregon

Dear Sir:

Answering your letter of April 2nd I am curious to ascertain whether you really meant what you wrote in your letter "Employee Attitudes", or whether you really meant aptitudes. Both of these characteristics are of interest, and there has been a good deal of work done in the past years in an attempt to measure or evaluate aptitudes. As to attitudes, management is naturally interested in this characteristic which really is a part of behavior, and the broad subject of human relations so far as employment is concerned. I will be glad to write you further if you will answer my question.

Yours truly,

Redacted for privacy

Supervising Engineer

HFJ/ep
Mr. Hubert Pessner  
Phi Lodge  
13th and Monroe  
Corvallis, Oregon  

Dear Mr. Pessner:

Answering yours of April 10th, the matter of "Employee Attitudes" is one that is handled regularly at our monthly Foremen's Meeting. These Foremen's Meetings have as fundamental objectives:

1. To bring to the surface physical and mechanical difficulty incurring in the Company's operations.

2. Personnel matters, and education of the foremen in the "human side" of their workers.

In all discussions relating to Item 2 it is frequently stressed that the meeting wishes no holding back on personal criticism, but that all personal criticism must be viewed and maintained as a constructive attitude with the objective of increasing the employees interest in his work, and insuring the betterment of his future. Particular stress is laid on helping new employees to become more quickly acquainted with their surroundings and fellow workers. The Company subscribes to the publication known as "The Foreman's Letter", Deep River, Conn., which issues a semi-monthly sheet, sample copy of which is enclosed.

Yours truly,

HFJ/ep  
Enc.
The outlook for 1945—according to high-policy decisions made only six months ago—was to have been one of peace and reconstruction in Europe; speedy termination of the war in the Far East; and reconversion coupled with revocation of government controls at home. We have suffered setbacks since, and we have lost illusions. Stamina and resistance of Germans and Japanese alike have set back the clock of optimism and hope. Moreover, what is variously called power politics, imperialism, and selfish nationalism has started to make inroads on idealism and wishful thinking. Hence, it appears to many that the New Year already shows a face marked by pessimism and worry.

But the practical lesson for 1945—as drawn by both War Department and War Production Board—is that the war's end is indefinite, that more strenuous efforts are needed on military and civilian fronts than at any time past. The consequences are that:

(1) Munitions schedules have been boosted further. Cargo ship programs are up 20% to ease the serious shipping shortage. (Lack of shipping now reduces sea-borne imports of sugar and some commodities and—politically more serious—prevents the Allies from feeding people in many liberated areas as well as the Germans did; and that was little enough).

Aircraft schedules have been increased 5% from what they were just a couple of weeks ago. And a sizeable portion of new facilities for arms production is already under construction. All of this—coming on top of recent jumps in ammunition, vehicles, and other supplies—puts the squeeze on steel. (Hence, materials allocations for freight cars, rails, trucks, farm equipment and other civilian goods have been cut. Also, WPB will permit no more easing in use of copper, and lead supplies for civilian producers will go off 40 per cent.)

(2) The manpower pinch will become worse because of (a) requirements for more industrial output and (b) steadily rising war casualties; they have reached 700,000—about half a million since D-Day. Draft quotas will increase.

(3) Tightening of food rationing highlights the fact that civilians' leanest war days are ahead. Note also that 100 per cent of wool textiles will go to the services in the next five months. This is bound to reduce fall clothing supplies for the non-uniformed. Shoe ration stamps are being stretched because Army shoe buying is going up and hides-for-leather supplies, down. Stocks of cotton goods—sheets, towels, shirts, underwear—will continue to be disappointing.

Winter fuel prospect is chillier than last year. Rumors of a rise in fuel oil allotments were completely spiked by the military's increasing consumption. Tightened gasoline allotments will make car pooling still more general. Pressure in the same direction will come from a drop in civilian tire production.

Also in the offing (to mention just a few scarcities to come): Smaller newspapers and fewer paper bags, almost no new rugs or mattresses, less soap and paint, and reduced supplies of soft drinks, cigarettes and matches. Furthermore, some people won't like it when the flow of hunting ammunition becomes a trickle.

* * * * *

The Nazi attack which—Gen. Eisenhower said—can be converted into "our greatest victory"—is a costly dramatization of the need for maintenance of peak production.
The coming year, it is predicted, will bring munitions requirements for substantially greater military efforts than those of the past. Thus, events on the fighting fronts are felt in industry as a seismograph senses a geological disturbance.

Nimbleness and foresight in the supervisory ranks are the qualities which are required to meet continually changing demands. And the foreman's recurring problem is how to choose men for filling the breach when the going is hard. Thus, the production leader must keep tabs, even under pressure, on the men available and able for further training and development. There is always a more than even chance that some men under a foreman's supervision have skill and knowledge which is not fully utilized.

Through personal contact you have, no doubt, classified your men to some extent. You know the more dependable, the quick learners, the most cooperative among your operators. There is really nothing that can adequately substitute for this knowledge. But that knowledge is still more valuable when supplemented by whatever employee information you may be able to obtain from the records of the personnel office. Furthermore, a foreman who lets his imagination out for a run once in a while will be better prepared to meet an extraordinary demand. Think of this worker or that in the light of his record and your own impressions. How would he make out if a demand for production up umteen percent required his taking over a key job?

Mull over your information and think of the men you might depend on as a skeleton crew for an emergency job. Who are capable of handling greater responsibility? This sort of thinking, even if the emergencies never arise, will make your management dynamic.

Having start-to-finish knowhow of production, foremen are in a position to form a pretty good judgment on at least one thing: What ability — physical and technical — is now demanded of rank-and-file operators, what requirements are involved in their present work assignments?

An accurate answer to that question will be very important on either emergency- or reconversion-day. For, if the answer is vague and foggy, the foreman — when confronted with the job of making new work assignments — is going to have a hard time choosing the right man for the right job. And he won't know, at least not exactly, what new operators are needed and what old operators should be transferred to other jobs.

It is almost impossible for a foreman to know what his men are doing now, and how they are doing it, unless he has actual job descriptions. Nothing else can give you the detailed information which will determine whether an operator is adaptable or qualified for the new work. Hence, it is an essential part of a foreman's preparation for changing production requirements to get up actual job descriptions. Those foremen who have no previous experience to guide them may find the following suggestions helpful for making out a job description sheet:

Title
The first column should state the job title. Set down the name by which the job is called in your department and give its number or code identification.

Work Summary
The second column should contain a summary of the work required. Write what the operator does, step by step. Be specific, emphasize special skill, knowledge or strength required in each operation.

Equipment
The third column should list the equipment with which the operator is familiar. Enumerate all tools and machines used by him. Go into detail when an individual tool or machine is actually used for one specific operation only, when the operator does not know other operations that can be performed with the same piece of equipment.
THE FOREMAN'S LETTER

Work Conditions
The fourth column should mention the conditions under which the work is performed. Set down extraordinary facts such as extreme temperature changes, noise, hazards, and so on.

Job Family
The fifth column should refer to the so-called job family. This term is used in putting a certain job in a group of similar jobs, requiring the same or similar ability and training.

Accuracy
And to make the job description quite accurate, talk it over with the men engaged in the work you describe. Their additions and corrections will help you to make the job description foolproof.

* * * * *

When you are ill-tempered or troubled by something, how do you like being blasted off your feet by a blunt “What’s eating you?” You probably don’t like it at all; and if you give more than a grunt for an answer, you are apt to consider yourself exceptionally civil and good-mannered. That’s a natural reaction to all questions which, by their brusque phrasing, seem to indicate reproach rather than solicitude. Those questions never produce the information you want.

Experienced supervisors are well aware of that fact. They know that what is “eating” an employee comes to light best when questions do not put him on the defensive. On the contrary, he must be given the impression that he is leading the conversation. He will then be communicative and “spill” whatever irks him.

It takes skill and patience to get to that point. And it takes time. For you can’t browbeat and hurry a man into telling you what’s on his mind. On the other hand, time is always precious; and a foreman has a lot of things to do other than nursing a disgruntled employee along. The thing to do, therefore, is to have several sessions with the man who seems to be off-balance. That will make him tell you his story.

“Suppose you stop in tomorrow, George, and we’ll talk some more.” This very act of ending the interview often helps to speed the solution. If the man feels that he has had a sympathetic audience, he may blurt out something or other about some personal affair. He really would like the foreman’s help; and when it seems temporarily withdrawn, he is likely to try to crowd in a last minute bit of information.

A case we have in mind involved a man who had obligated himself for more time payments than he could afford. He was worried, rather ashamed of his bad management, and unattentive in his work. He hesitated to “come out with it.” Wisely, the foreman avoided pushing the man. And when the employee, at the end of the conversation, mumbled about a personal matter, the foreman did not seize upon it at once. He let the session end, and the man left.

Having received a hint of the personal nature of the employee’s trouble, the foreman guided the subsequent conversation in such a way that the man felt free to discuss his affairs. Financial worry came into the open soon enough, without any prodding from the foreman. The two got down to brass tacks and began to map a program for getting the fellow on his feet again. As his worry was shared, it somehow appeared to be manageable. That fact alone lifted his spirit, and his work improved accordingly.

This incident illustrates that the value of interviewing employees depends a great deal on the interview method used by the foreman. Terminating the first conversation without much ado, the foreman made it clear that he wasn’t going to goad the employee into a disclosure of personal matters. He gave the man time to think things over, to make up his mind that he wanted to get the foreman’s advice on how to overcome his deficit. Once that decision was made, he could talk freely and to the point.
If all individual incomes are added together—from that of the lowest-paid farm hand to that of the highest-paid movie star—the total amounts to what? To 155 billion dollars last year, government statisticians say. Biggest factor in the past year has been the rise in government disbursements to the armed forces (including dependents and discharges). Farm income rose a bit, and industrial payrolls dropped a bit. Income altogether now is stable.

Postwar goals, allowing for some retirements by women, youngsters, and older persons, range around 140 billions for full employment. But that goal is based on the present price level. If prices go down some, the goal would be around 120 billions (1940 had an actual total of 80 billions).

* * * * *

New Deal ideas for government to provide jobs, where private enterprise cannot, have been proposed in a bill to Congress. This raises the general problem of government spending.

All postwar planning now— New Deal and conservative—is directed towards stimulating business, through tax incentives, foreign trade encouragement, anti-trust enforcement, and so on. Also, all agree that severe unemployment must be relieved with public works, etc. But, as continuing policy, there is strong objection to government spending. It would greatly expand our already enormous public debt; and the extra taxes to pay the interest would leave too little private income to risk it in investments, which in turn would be burdened by heavy taxes. Further, when public works invade more and more new fields that might be suited for private enterprise, government spending discourages business initiative. For both reasons, it is argued, government spending as continuing policy would have to feed upon itself—by discouraging private enterprise, there would have to be more and more spending to make jobs. Thus we would tend towards a government-dominated economy in which private freedom as well as private enterprise would ultimately suffer—repeating the experience of the totalitarian countries.

* * * * *

As a postwar job creator, great hopes are being placed in foreign trade. These hopes should be toned down to reality by an understanding of the problems to be met. For postwar exports cannot possibly maintain the wartime level which—including lend-lease shipments of munitions—approximates $15 billion a year. Best postwar hopes are for an export volume of $10 billion a year.

Key to American exports is foreigners' ability to buy— their purchasing power in American dollars. That is obtained (1) by selling us goods, services, and gold and (2) by Americans lending or investing abroad. Our imports in 1929 were $4.4 billion; they could be $5 or $6 billion in a year of high business activity. Lower tariffs might boost this another $1 billion. In addition, mainly by travel abroad, we might make available up to another $1 billion to foreign customers. In exchange, we could sell $6 or $7 billion a year in exports, and we might be able to make anywhere from $1 to $3 billion in profitable loans or investments abroad. So our top export prospects run between $7 and $10 billion a year. When stacked up against $150 billion national income, this may not seem so much. But the exports would be in products—machinery, autos and trucks, other metals manufactures—for which we will not have adequate American markets.

It will be hard to convert even these paper figures into reality. There must be some assurance of international political stability, cooperation with the rest of the world in lowering tariffs, and government insurance of our foreign investments.

* * * * *

Disarmament of aggressors is the principal problem of postwar—in accordance with Point Eight of the Atlantic Charter. When the Charter was drawn up, over three years ago, few realized that the degree of emphasis placed on its various points would have to change with actual developments. That's what happened. Stalin's program for pushing Russia's and Poland's borders westward, and the French program for eastward expansion—both mean economic disarmament of Germany. This is ruthless. But you either want to put an end to Germany's aggression, or you don't.

Britain and France seem to have agreed that there must be no restoration of Italy's colonial empire. Italy may also have to put up with armament limitation and loss of Trieste and Fiume. Developments like these meet with criticism in this country. Being not directly and not continually involved, we tend to favor more lenient treatment. Yet, it will be difficult for the U. S. to challenge the policies of those who have suffered from aggression.

This letter does not express the opinions of any group, association or organization. Its reports are independent, unbiased, impartial interpretations of newsworthy events.
Mr. Hubert Pessner,
Phi Lodge, 13th & Monroe,
Corvallis, Oregon.

Dear Sir:

In reply to your letter relative to information on personnel work, will advise you that the Dallas Operation of Pope & Talbot, Inc. does not maintain a personnel department at this time.

Owing to a scarcity of labor in the logging industry we are forced to use almost every applicant for a job in whatever capacity he may be capable of assisting in the present war emergency, and, as a result we do not take employee attitudes into consideration.

I would suggest that you contact Mr. H. C. Peterson, employment manager, at the Portland office, 618 N. W. Front Ave. He has charge of all employment going thru that office, including the St. Helens sawmill and may be able to give you some information along this line.

Yours very truly,

C. H. Greenwood,
Mgr. Dallas Operation.
Mr. Hubert Pessner  
Phi Lodge  
13th and Monroe  
Corvallis, Oregon

Dear Sir:

We have for acknowledgement your letter of April 2, requesting information with regard to employee attitudes as applied to our personnel program.

As you no doubt know, most of our present employment work consists of hiring labor for our logging operations and sawmills—either skilled or unskilled workmen—and we do not come in contact with their problems and attitudes in connection with their work.

However, we might suggest that you contact the head of the U. S. Employment Service in Corvallis, as he may be able to give you some assistance along this line.

Yours very truly,

POPE & TALBOT, INC.
Lumber Division

Redacted for privacy

H. C. Peterson  
Employment Manager

HCP:HH
Mr. Hubert Pessner,
Phi Lodge,
13th & Monroe,
Corvallis, Oregon.

Dear Mr. Pessner:

Mr. Albert Schafer is at present in a hospital; and he has asked me to reply to your letter regarding our personnel program.

This is difficult to answer particularly at this time, and we regret there is little information we can give you that might prove helpful. Our camps and mill are operating short-handed and have been ever since the war started. Our greatest efforts are needed to keep crews large enough to operate at all. This Company has been in existence over fifty years; and the majority of our foremen and key men have been in the employ of this concern for twenty to thirty years. Many of our other employes have been with us nearly as long. Of course, along with other operators, we have had a large turnover in labor as the loggers especially get tired of one camp and move on to another.

These men are all affiliated with Unions and have their grievance committees. When difficulties arise, these grievance committees meet with the management committee to iron out their troubles. It has been some years now since we have had a strike; and we try at all times to maintain a harmonious relationship with our workmen.

We would suggest that you communicate with the West Coast Lumbermen's Association, Stuart Building, Seattle, as they might be able to give you some information.

Very truly yours,

Redacted for privacy

Secretary to Mr. Schafer
Mr. Hubert Pessner  
Phi Lodge  
13th and Monroe  
Corvallis, Oregon

Dear Mr. Pessner:

Your letter of April 3, 1945 to Mr. C. H. Kreienbaum has been referred to me for answer. In normal times employee attitudes are determined and analyzed by general questioning, observation and checking on past work records. We have never had any formal plan or set up determining this except as the different foremen have seen fit to accomplish this. At the present time in both the woods and mill operations we hire every applicant that can pass a reasonable physical examination and has the necessary clearance from the U. S. Employment Service. Because of the general shortage of men and the additional pressure on the foremen, little questioning and readjustment can be done at this time.

Very truly yours,

SIMPSON LOGGING COMPANY

J. C. Hansen  
Personnel Manager
Mr. Hubert Pessner  
Corvallis, Oregon  

Dear Sir:

Received your letter of March 23, and as far as I know our organization has not conducted any studies along the lines indicated in your letter.

Our personnel manager is Mr. Clarence Osika and it might be that you would want to get in touch with him.

I am sure Mr. Osika would be glad to give you any information he might have pertaining to this work.

Very truly yours,

L. A. Lundquist, Supt.

Redacted for privacy
Mr. Hubert Pessner  
13th & Monroe  
Corvallis, Oregon

Dear Mr. Pessner:

Your letter addressed to Mr. C. L. Griggs, who is now in the armed forces, has been directed to the undersigned. We are unfamiliar with the term "techniques for measuring employee attitudes" and other than our every day contact with employees in our organization through foremen and the supervisory staff, we would have no information available.

I regret that we are unable to be of assistance to you in preparing your thesis.

Very truly yours,

ST. PAUL & TACOMA LUMBER COMPANY

Redacted for privacy

Personal Manager
April 6, 1945

Mr. Hubert Pessner
Phi Lodge
13th and Monroe
Corvallis, Oregon

Dear Sir:

Your letter of March 23 addressed to Mr. Ingram, our General Manager, has come to the writer for reply, and in doing so regret to advise that we have no particular literature available on the subject you mention.

This is a very important subject and one we have given a great deal of time and thought to, but we have never reduced our approach to the subject to writing nor placed it in such form as to be suitable for distribution.

Yours very truly,

A.L. Raught, Jr.
Mr. Hubert Pessner  
Phi Lodge  
13th and Monroe  
Corvallis, Oregon  

Dear Mr. Pessner:

Your letter of April 10th has been received, and I am writing to advise you that in the Pulp Division we have done nothing specifically along the line in which you are interested.

There is, however, a paper published by the American Society of Mechanical Engineers entitled "Non-Financial Incentives" which you may find of interest, as it describes methods being used in our pulp operations for measuring the accomplishments of the individual.

There is also another paper which describes similar methods in paper operations, published by the Technical Association of the Pulp and Paper Industry. This paper is called "The Creative Workman."

The address of the A.S.M.E. is 29 West 39th Street, New York 18, N. Y.; and the address of the Technical Association is 122 East 42nd Street, New York 17, N. Y.

We work in the pulp and paper industry in this region under a uniform Coast contract with the labor organizations. I am enclosing a copy of the paper "Pulp and Paper Mill Management In the Pacific Northwest Under the N.R.A.", and also copy of last labor agreement, which you may find of interest.

With best of good wishes, I remain

Sincerely yours,

R. B. Wolf  
Manager Pulp Division  

Enclosures - 2
March 27, 1945.

Mr. Hubert Pessner,
Phi Lodge,
13th and Monroe,
Corvallis, Oregon.

Dear Sir:

We regret very much that we are unable to contribute anything to the subject of your letter of March 23.

Certainly if you do determine any technics for measuring employees attitudes in forestry occupations, we would be most interested in hearing about them.

We find their attitudes fluctuate so frequently and so widely without apparent foundation of any serious nature, that we can not keep track of them.

We regret very much that we can not be of more assistance to you.

Yours very truly,

Willamette Valley Lumber Co.

WS:r