

**DEVELOPMENT OF A GUIDE TO ORDER-GIVING
FOR SUPERVISORY USE IN LUMBERING**

by

GORDON EUGENE TOWER

A THESIS

submitted to the

OREGON STATE COLLEGE

**in partial fulfillment of
the requirements for the
degree of**

MASTER OF FORESTRY

June, 1944

APPROVED:

Redacted for privacy

Professor of Wood Products

In Charge of Major

Redacted for privacy

Dean of School of Forestry

Redacted for privacy

Chairman of School Graduate Committee

Redacted for privacy

Chairman of State College Graduate Council

TABLE OF CONTENTS

Approval Page

Acknowledgements

Table of Contents

Part I Introduction

The Problem	1
Purpose of the Thesis	3
Sources of Information and Methods Used	4
Related Work	4

Part II The Guide to Order-Giving

Introduction to the Guide	6
Criteria of a Good Order	15
Points the Issuer Considers in Formulating the Order	17
The Order-Giving Chart and Key	31
Development of the Order-Giving Key	
Administrative Routine Orders	32
Administrative Special Orders	50
Coordinating Orders	68
Emergency Orders	74

Bibliography	80
------------------------	----

Appendix	81
--------------------	----

ACKNOWLEDGMENTS

I am indebted to several members of the College faculty for help and constructive criticism in the preparation of this thesis. A large amount of thanks is given to Assistant Professor Robert M. Evenden of the Wood Products Department for guidance in the development of the ideas presented here. Professor E. G. Mason of the Forestry School gave valuable help through criticism of the form and content of the thesis. I also wish to acknowledge the help of Dr. O. R. Chambers of the Psychology Department.

In addition to the specific help of those mentioned above, a number of men in the Clearwater plant of Potlatch Forests, Inc., contributed directly and indirectly to the ideas set forth in this thesis.

DEVELOPMENT OF A GUIDE TO ORDER-GIVING FOR SUPERVISORY USE IN LUMBERING

PART I

INTRODUCTION

THE PROBLEM. The process of order-giving is closely related to the general problem of personnel management in the lumber industry. The personnel management problem in the industry may be examined on the basis of two groups of activities. The first group of activities has to do with selection and placement, training, and employee welfare, all of which may be handled by a specialist in a centralized personnel or employment department. The second group of activities has to do with supervision at the work level in the lumbering industry, which is concerned mainly with management of workers to get the actual work done. This second group of activities is closely connected with what is ordinarily thought of as employee maintenance. The problems requiring solution in connection with these two groups of activities make up the general problem of personnel management in the lumber industry.

All of these activities have as their objective an effective working force, that is, employees who are satisfied, productive, and working together effectively. Good selection, accurate placement, adequate training, health services, safety programs and other employee welfare ser-

VICES will not alone produce an effective working force. These are all necessary and desirable, but, to get the best results, dependence must also be placed on the personnel management by the various supervisors, foremen, and sub-bosses at the work level.

In addition, though the problem is separated here for purposes of classification into two groups of activities, actually no such division is possible or desirable in practice. The two groups of activities are closely correlated. The success of selection, placement, training, safety, and employee welfare procedures directed by a personnel department or other central agency depends on the cooperation, ability, and understanding of each foreman and supervisor. In turn, the maximum effectiveness of on-the-job personnel management practiced by supervisors and foremen is obtained when the selection, placement, training, safety, and employee welfare activities are functioning at their best.

An effective working force on a logging operation or in a sawmill is, therefore, dependent on how well the supervisors and foremen manage the men for whose work they are responsible. The way in which these foremen and supervisors exert their directive effort and control is through the use of words largely in the form of orders. Order-giving is thus seen to be an inseparable part of the

important process of on-the-job management of workers in the lumber industry.

The problem in order-giving is not only to transmit information in accurate form from supervisor to employee but also to make certain that the employee has retained and understands thoroughly what is wanted. In addition, orders can function toward the desirable goal of cooperation and employee satisfaction on the job. Inaccurate and faulty orders result in waste of time of both employees and supervisors, waste of materials, waste from accidents, and waste from damaged equipment.

Important as orders are in the lumber industry, little has been done of a specific nature to help those who depend on the use of orders and instructions to get the work done.

PURPOSE OF THE THESIS. The purpose of this study is to formulate a guide for use by supervisory persons in the lumber industry in handling orders and instructions. The importance of orders and instructions as the principal means of contact between supervisors and employees has been previously outlined. This guide is to be practical and applicable to the everyday order-giving problems encountered by supervisory personnel in lumbering. Much of the information is in general form and in application must be varied to meet the particular situation at hand.

The guide consists of a key to the order-giving situations and a discussion of the facts to be considered in each situation. The key is based on a classification of the receiver of the order and the type of information being transmitted. In addition, general considerations in the field of order-giving are included in the guide.

SOURCES OF INFORMATION AND METHODS USED. The information upon which this study is based was derived from contact over a period of three years with supervisors and foremen in lumbering and from personal experience with supervisory problems in the lumber industry.

The method used is the application of personnel management principles to the order-giving problems encountered by the supervisor. Briefly these principles are: first, that there are individual differences among workers; second, that each person is to be recognized and treated as an individual human being; third, that each individual has capacities for both desirable and undesirable behavior; fourth, that the relationship of cause and effect applies in managing men and the problems of cause and effect are amenable to solution; fifth, that there is need for fair dealing as well as discipline in any organization.

RELATED WORK. Several authors have written material dealing with the specific problems of order-giving in supervisory work. In addition, there has been a large

amount of work touching the general elements of personnel management that relate to the issuing of orders.

Pond, in an article on instructions and supervision, stresses the need for complete orders and instructions; that it is necessary to be sure that all the implications and import as well as the actual details of the order are understood. He states that two of the important jobs of supervision are the issuing of instructions how, and instructions what, when, and where.(5)

Gardiner, in his practical booklet, "How to Handle Grievances", touches on some aspects of order-giving in discussing the tie-up between inadequate instructions and employee grievances.(2) In a book on foremanship, the same author says, "A foreman must develop the ability to instruct his men so that they really understand what is to be done, why it is to be done, and when it is to be done."(3)

According to Schell, "The order is the directive impulse that makes coordinated action possible." He goes on to give several criteria by which orders can be measured as to effectiveness in getting the work done. These criteria have to do with authority, interpretation, compliance, description of the nature of the order, terminology, and overlapping in relation to orders.(8)

The teaching process in order-giving, as Cooper sees it, is the result of four steps, namely: preparation of

the pupil to receive the idea; presentation of the idea by telling, showing; application by the employee; and testing to determine whether the order was carried out without error.(1)

Several authors in the field of industrial psychology have contributed material which leads to a better understanding of the problems arising from supervisor-employee relationships and the problems of people working together. Much of this has a bearing on order-giving since issuance of adequate orders depends to a large degree on an understanding of the individual who receives the order.

In this connection Roethlisberger emphasizes the need for considering the worker's total situation in order to better understand why the worker reacts as he does in a given situation on the job. By total situation he means the relation of the hopes, fears, feelings, and sentiments that the individual is bringing to his job in the company, the relation of his job to other jobs, his relationships with other employees as to position and prestige, his home situation, and his social position outside the workplace. All of these situations both in and out of the workplace are interrelated and continually changing; the worker's behavior in any one of them is the result of composite influences from each of the other fields of activity.(6) He goes on to say that the useful way to think of individuals

in industry is to answer the questions -- what is the individual bringing to the work situation; what is the work situation demanding of the individual; and what is the result -- equilibrium or dissatisfaction?(7) Many other authors have treated the problems of the individual in industry. Two of these, Hepner in "Human Relations in Changing Industry"(4), and Walton in "New Techniques for Supervisors and Foremen"(10), have contributed material designed to increase the supervisor's understanding of individual problems.

PART II

THE GUIDE TO ORDER-GIVING

INTRODUCTION

OBJECTIVE OF THE GUIDE. The objective or purpose of this guide is to provide a practical working handbook for use by supervisors in meeting their order-giving problems. The setting forth of the general principles of order-giving, the constants involved, and the classification of the different types of orders is not meant as an introduction of rigid rules in a field where flexibility is needed. This guide is designed as a tool to be used by supervisors in lumbering in the effort to have a smoothly operating organization. A large proportion of the supervisor's time is occupied in giving instructions and orders to others; it is the method by which he puts into action his directive effort. It follows that much of the supervisor's success depends on his ability to give adequate orders in discharging his supervisory responsibilities.

For example, consider the predicament of Joe in the following incident. He was new on the job. He had done some construction work before and had some work in rough carpentry. This morning the boss told him to build a wall section so many feet high, so many feet long, out of two-by-fours and shiplap. The wall was to be built on the

ground for later erection into place.

"Here is the lumber; here are the nails; you have your tools. See you later." And with that the boss left. So Joe went to work, carefully built the specified section of wall. About four in the afternoon the boss came around to see how Joe was making out. When he saw that Joe had built the wall section without leaving any window openings, he blew up. This particular wall section was to be part of a temporary building and "... any half-trained carpenter should know enough to leave window spaces in a wall for a temporary building." The boss fired Joe.

The next job Joe was on was carpentry work also. He had worked there several days when the boss told him to build a wall section so many feet long, so many feet high, and to build it on the ground for later erection into place.

Joe went ahead with his work for several hours until he remembered the other wall section he had built on the previous job. Well, he wasn't going to be fired a second time. He looked for the boss but couldn't find him anywhere. After thinking about the problem awhile, Joe decided it would be better to go ahead; the boss had told him he should be finished by five o'clock, and Joe didn't want to be called on the carpet for laziness.

Joe built the wall section, carefully leaving ade-

quate window space. Late in the afternoon the boss came by to see if Joe would be finished at five o'clock. He saw the window spaces in the wall section and immediately flew off the handle. He wanted the wall section as a concrete form, and the window spaces meant that extra time, work, and materials would be needed to complete the concrete form. He had told Joe to build a wall section; no mention was made of windows. Any man should know enough to follow instructions. So he fired Joe.

Joe was fired twice, not through any direct fault of his, but because of inadequate instructions. Neither foreman had taken the trouble to explain to Joe what purpose the wall was intended to fill -- the intent of the order was not clear. Neither foreman had made sure that Joe understood thoroughly all the implications of that particular order. Who is really at fault when instructions miscarry -- the one who receives the instructions or the one who gives instructions?

The foregoing example illustrates that the responsibility for adequate instructions lies with the supervisor. His job is to see that the work gets done; failure to take the necessary steps to get the work done is his failure; blaming someone else will not relieve the situation.

OBJECTIVES OF ORDERS IN THE SUPERVISORY PROCESS. In

considering the objectives of orders in supervision, it is well to keep in mind the overall objectives of management in industry. The objectives of management in industry are two fold. The first is to produce a marketable product at an economical price; the second is to provide employment for men and women. Closely related to the second is the provision for cooperative effort between management and employees and among the employees toward the common goals.

The objectives of orders in the supervisory process are closely related to the overall objectives of management. In general, orders will be used in supervision to accomplish three things. The first purpose of orders is in coordinating the activities of the organization or department to get the work done. The man in a supervisory position cannot do all of the detail work needed to obtain smooth operation and satisfy production requirements. To obtain the coordination necessary he must delegate duties and fields of activity to others and thus free himself as much as possible from routine work. In this way he can devote the majority of his time to variables. Transmission of his coordinating activity over those he supervises is through the use of orders and instructions. In turn, the men under him in supervisory positions make use of orders to do their work. In addition to the coordinating activi-

ty within a unit of the organisation, orders are necessary to the coordination between individual units.

The second purpose of instructions or orders is in the training of employees. There is an element of training in all orders or instructions. This learning can be either constructive and beneficial or destructive and harmful, depending on the way in which the orders are given and followed up. Much can be done by the supervisor in using adequate orders to foster initiative, the ability to accept responsibility, and employee satisfaction on the job. In many instances on-the-job training is relied upon entirely to prepare the worker to handle his job and in preparation of the worker for promotion. It can be seen that order-giving plays an important part in this training process.

The third purpose of orders in industry is to facilitate the harmonious relationships of men to each other and of men to their jobs. The management of an enterprise is essentially the management of men in relation to their work and to each other. When these relationships add up to job satisfaction and equilibrium, a condition of good morale prevails. Adequate orders and instructions can do much toward bringing about this desirable condition.

THE IMPORTANCE OF WORDS TO THE SUPERVISOR. Words are important to the supervisor as the means of conveying information and thought from himself to those with whom he

is working. Equally important to him are words that convey information from those he supervises to him. The information transmitted may be strictly factual, or words may be indicative of attitudes.

In the use of words, it is well to keep in mind that the same words carry a different meaning to different people or under varying circumstances will carry a different meaning. This applies not only to circumstances in which the supervisor is putting his own ideas across but also in passing company policy or orders on to his men. The instructions and information he receives from his superior cannot, in most instances, be passed on unchanged. Interpretation is necessary to avoid misunderstanding and to promote coordinated effort.

It is desirable, therefore, that the supervisor practice the use of words so that for a given type of information he will be sure that the exact meaning intended is carried to his listener.

The supervisor listens as well as talks, and at times he may gain by listening before talking. In contact with the employees he is supervising he can be aided in solving many problems by listening to what his employees have to say. And this means listening not only to the words that are said but also trying to understand what is back of these words.

The communication in industry is thus seen to be in two directions: from the top down and from the bottom up.(7) The communication downward takes place more readily than upward. That is, information going from manager to superintendent to foreman to worker travels easier than in the opposite direction. This is true because the channels downward are established and in place; the words going down deal more with factual matters, and the men at the top are more adept in the use of words. There is ample opportunity, however, that information going down will be considerably distorted from the original meaning and intent of the top management. This is even more apt to happen when the words going down deal with matters to which strong feelings and attitudes are attached.

The communication from the bottom upward is even more difficult and subject to misinterpretation. This information, though it may ostensibly be dealing with factual matters, is largely tied up with the attitudes of the man at the bottom. This communication of information is difficult because of the nature of the information, the lack of employee ability or desire to make articulate his attitude, the tendency for attitudes and feelings to appear in other than their actual form, and the lack of practice by the supervisors and the men at the top in interpreting these communications.

These are important considerations to the supervisor because he is judged by his words and relies to a considerable extent on words in judging or interpreting the actions of his men. The channels of communication from the worker to the supervisor, while not formally defined, are none the less important.

CRITERIA OF A GOOD ORDER

It is helpful in considering orders and the order-giving processes to have tentative standards set up by which the various orders can be judged. These standards or criteria serve as a measuring device for sizing up the probable success of a given order.

The ultimate criterion of a good order is whether or not the receiver of the order understands completely what you want done, and having that understanding, can then go ahead to complete the action wanted. If instructions miss the desired objective, it doesn't matter that "...he should have understood," or that "John Poltkavitch could have gone ahead on that order," or "After eight years on the job, how could he make a mistake like that?" What does matter is that the order was not complete when issued by the supervisor. The superintendent or foreman is as much at fault as the man who does the job if orders are misinterpreted.

To insure that the order will satisfy the final criterion -- satisfactorily completed action by the receiver -- the following criteria can be applied to measure a given order.

1. Wording. The wording of the order is clear, brief, to the point, and at the receiver's level of understanding.

2. Unity. The order relates specifically to one problem. One order treats one subject.

3. Interpretation. The order relates to the situation of the receiver. It is tied in with the events and facts with which he is familiar.

4. Initiative. The order is designed to stimulate initiative and to make possible the use of judgement by the receiver to the extent that he is deemed capable of such initiative action.

5. The order tells what is to be done.

6. The order tells why it is to be done.

7. The order tells when it is to be done.

8. The order tells where it is to be done.

9. The order expresses or implies who is to do the job.

10. The order makes provision for telling and showing how if this is necessary.

11. Suggestions. The order leaves ample opportunity

for suggestions by the receiver and questions for additional information.

12. Followups. Provision is made for checking whether the order was completed properly, and as part of the followup, recognition is given for good work.

POINTS THE ISSUER CONSIDERS IN FORMULATING THE ORDER

The following points are considered in formulating the order to insure that the foregoing criteria will be met in a given situation. These points form the basis for discussion of each of the order-giving situations outlined in the order-giving key.

It is to be kept in mind that the answer to the overall question "Who is to receive the order?" largely influences the specific action taken in any order-giving situation. Initial and separate consideration of the person or persons who are to receive the order will aid in determining action on the other points. There are three main divisions upon which the order is based: the characteristics of the person receiving the order, the factual content of the order, and the specific action required. The supervisor, after sizing up the recipient, places the factual material of the completed order in such a form that the order satisfies the criteria of a good order and secures the desired action. In short, the supervisor thinks about what

he wants done, who is to do it, and what facts must be put across.

One of the questions the supervisor may ask in regard to the personal element in order-giving is: Is he an old employee or a new employee? Others are: Does he react favorably when given plenty of leeway or does he have to be given the order in detail? What is his attitude toward routine work and special assignments?

In each of the points given here there are varying degrees and applications depending on the characteristics of the person receiving the order, the material to be put across, and the end results or action wanted.

ROUTING OF THE ORDER. This covers the line in the organization that the order will follow in going from the issuer to the receiver. It may pass through several persons or may go direct from issuer to receiver.

WHAT IS INCLUDED IN THE ORDER? The complete order from the factual standpoint will include an explanation of what is to be done, when it is to be done, how it is to be done if the receiver doesn't know this, and why it is to be done. The amount to include in the order will, of course, vary with different situations.

TIME AND PLACE ISSUED. This is necessary in determining when to have the order completed and ready to give to the receiver.

PRELIMINARY PREPARATION. It is readily seen that a complicated order requires more preparation than a simple one; that an order going to a new employee takes more preparation than the same information going to an old employee.

FORM OF THE ORDER. Which of the order forms is to be used? There are several ways in which the supervisor can transmit his orders to the men who are to carry them out. Each of the several types has its advantages, disadvantages, and places of most frequent use.

1. **Verbal Orders.** Verbal orders are transmitted from the issuer to the receiver by word of mouth. Successful verbal orders or instructions depend upon the receiver retaining in his memory enough of the order content so that he can carry out the order. The use of verbal orders is usually restricted, therefore, to simple or familiar information where one or two facts are to be transmitted. The advantages of verbal orders lie in the personal contact and in the opportunity for questions by the receiver if he does not understand immediately what is wanted. Verbal orders accompanied by showing what is wanted are much more effective than verbal orders alone.
2. **Written orders.** With the written order the issuer

writes the order out and transmits it to the receiver. Where the information communicated covers several points, is detailed as in giving figures, or is to be retained over a period of time, written orders are to be used rather than verbal orders. Written orders have the advantage of giving the receiver something to aid his memory and the issuer a basis for checking to determine what happened if the order is not carried out properly. Information that is used repeatedly over a period of time also needs to be in written form rather than retained in the foreman's head to be repeated verbally each time it is needed on the job. Another advantage of the written order is that to write concisely and clearly, the issuer must have his own thoughts well organized. Written orders in some instances fall short because of the lack of personal contact between the issuer and the receiver. This makes it difficult for the receiver to ask questions and obtain additional information; in addition, suggestions aren't readily brought to the attention of the issuer. Overcoming these difficulties leads to complicated supervisory machinery and lengthy orders that hinder effective operations, unless a combination such

as the written order plus a verbal explanation is used.

3. **Written Order Plus Verbal Explanation.** In using this type of order the essential elements are written in the same manner as for a written order. After organizing the order in written form, the issuer gives the written order to the receiver accompanied by a verbal explanation. The receiver then has an opportunity to obtain additional information and ask questions. Thus many of the difficulties encountered in the use of either verbal or written orders alone are overcome. The verbal order advantages of personal contact and opportunity for questions and the written order advantages of permanence and thought organization by the issuer are retained. It is applicable to all situations where written orders alone could be used and is needed where a verbal order is used in the desire to make use of the verbal order advantages.

4. **Verbal Orders Followed By A Written "Tickler".** There are instances in which the supervisor or foreman will wish to give a written memorandum or "tickler" following a verbal order. The purpose of the "tickler" is to refresh the memory of the

receiver as to the main points of the original order and also to serve as a reminder if the order has not been carried out by the time the memorandum is received. This memo also gives the supervisor a record for later checking of orders.

5. Orders Given Over The Telephone. The use of the telephone for transmitting orders will save time in many instances. However, orders given over the telephone are a special class of verbal orders and require special attention. Orders of any length or containing numerous details should be written out by the issuer before giving them over the telephone. With all except the simplest orders the receiver should write down the essential elements and upon completion of the order he should read it back to the issuer to eliminate the possibility of omission and misunderstanding. On simpler orders it may not be necessary to write the information down at either end of the line; however, it is a helpful technique for the receiver to repeat back to the issuer the substance of the order. Reading back is important where figures or unfamiliar terms are a part of the order.

DEGREE OF PERMANENCE. Whether a copy is kept or not

may depend on company policy for specific types of orders; it is also determined by the content of the order, the length of time covered, and the personal characteristics of the receiver.

EXPLANATION AND REVIEW. Upon completion of the order as to detail, subject, and facts included, the order is sized up against the person who is to carry it out to determine what extra time is to be given to review of the order, explanation of complicated points, and help to the receiver.

INITIATIVE EXPECTED. Since all orders have a possible element of training, it is advisable to determine the initiative expected and, having determined this, to make it clear to the receiver the amount of initiative expected of him.

RESPONSIBILITY AND AUTHORITY FOR EXECUTION. Does the receiver have the necessary authority to carry out the order? A very important factor, this is often slighted and results in the unbalanced situation of having responsibility without the requisite authority to discharge this responsibility.

FREQUENCY OF ORDERS. The objective in this respect is to have enough for the receiver to do to keep him busy but not so much that he is "snowed" under. This point does not apply to all types of orders but usually does apply to

special orders and orders that will require considerable time and effort to carry out.

MANNER OF PERSON ISSUING ORDER. The outward appearance and personal manner of the person giving the order will have either a desirable or undesirable effect on the receiver. A special effort to be matter-of-fact, friendly, helpful, and courteous will tend toward cooperation on the part of the recipient. The aim of the person giving the order is to make the receiver want to do his job the best way possible; he will want to reach the objective intended in the order.

The successful motivation of a worker is thus accomplished when he wants to do his job correctly and is indicated by his offering of concrete suggestions for improvement of working conditions, product, or work methods. In the process of order-giving, the supervisor gives attention to the effect his manner, method of approach, and choice of words are going to have in making the employee desire to carry out the order successfully.

The manner of the supervisor aims to do four things:

To put the receiver in a receptive frame of mind. The receiver can then devote his complete attention to the actual content of the order; it insures that the worker will hear and remember all of the information contained in the order.

To motivate the receiver to carry out the order and insure cooperation. This depends not alone on what is said but how it is said.

To encourage questions, suggestions, and criticism. The impression must be left that help is needed and appreciated; that the supervisor doesn't know everything is not an admission of inferiority but a recognition that use of the efforts and ideas of every man will produce the best results.

To leave the employee with a feeling of personal worth through recognition of specific accomplishments. Present industrial organization tends toward submergence of the individual while the individual continues to look for and desire recognition of his work and himself as individual or apart.

This need for recognition that we have a skill or accomplishment that is considered useful and important to others is of more significance in many instances than money.(7)

In reaching these desirable objectives the supervisor keeps in mind the following points:

1. The sentiments and feelings of the listener. What does he respond to; what are his personal characteristics as to likes and dislikes?
2. The facts he is dealing with are scrutinized care-

fully and in detail so that questions can be answered easily.

3. The work situation of the employee. By work situation of employee is meant the standards of performance and conduct that are to be met by him, his position in relation to the other employees as to importance and responsibility, and the physical conditions under which he works.
4. The probable results as to the individual's conduct when the interrelationships of feelings, the facts to be dealt with, and the work situation are examined together.

These points are kept in mind and influence the judgement of experienced supervisors who are successful in handling men even though the supervisor does not put them down mentally in one, two, three order. To be successful in motivating men, the human element is taken into account in relation to the factual, material, or mechanical factors involved. In the long run, men who want to do what is required of them and willingly make suggestions will produce more from the economic standpoint.

Some positive things for the supervisor to do so that his personal manner in meeting employees and giving orders will have a desirable outcome are given below.

1. The supervisor has a friendly manner and evidences

- a sincere interest in the problems of his men.
2. Be frank; no evidence of concealing anything.
 3. When talking to people, take plenty of time; don't hurry through.
 4. Answer questions directly; ridicule has no place in supervision.
 5. Avoid facetiousness, wisecracking; mean what you say.
 6. Show an interest and readiness to help in any work problems the receiver may have.
 7. Listen carefully to what others have to say.
 8. Anger, destructive emotion has no place when work is to be done.
 9. Take into account individual differences.
 10. Choose words that fit the situation.
 11. Treat each individual as an individual human being instead of as just a factor of production.
 12. Look directly at others while talking.
 13. Keep voice at same level. The exception to this occurs in emergency situations when additional emphasis is needed to obtain immediate action.
 14. The supervisor's objective is to help put across by his personal manner the idea that "we" are doing a job and not that "I" am running the whole show. Favorable morale is the result of the su-

supervisor's giving consideration to the feelings and emotions of his men, their desire for personal recognition, and then acting accordingly.

CHECKS AND FOLLOWUP. The supervisor must apply checks to determine whether a given order has been completed. This followup is not in the way of meddling or interfering unnecessarily with the employee; it is done in order that the supervisor will know where he stands with his supervisory work. The final step in any training procedure is checking or testing to determine proficiency. It is seen, therefore, that to make full use of the training possibilities in order-giving requires testing as part of the followup of the order.

It is likewise necessary for the supervisor to reprimand and discipline in order to maintain an effective working organization. The objective of a reprimand is to help the employee do a better job next time. The need for reprimanding arises continually in any organization; it aims at correcting any detrimental action or failure to attain previously determined standards so that the worker will meet these standards in the future. Failure on the part of the supervisor to recognize when a reprimand is needed; failure to take action when an unsatisfactory condition arises; or failure to reprimand properly; any one of these will reduce the productive effectiveness of the

working force.

The goal in reprimanding is to leave the worker with a desire to improve and without a feeling of resentment.

Following are some points to keep in mind when reprimanding as a part of order-giving.

1. The reprimand is given in private, in a quiet place where no interruptions will occur.
2. Have plenty of time so that neither the supervisor nor the employee is rushed.
3. Destructive emotion -- fear, anger, jealousy -- leave outside. If the supervisor has any of these feelings, he shouldn't reprimand until he has cooled off.
4. The supervisor takes with him constructive things such as a desire to help, friendliness, interest in others. If you don't take these, you will be labeled a "cold fish" and nothing constructive will result.
5. A good technique is to begin and end with a compliment or constructive praise and put the disturbing element in between.
6. Listen before talking with the idea of finding out not only what happened but why it happened.
7. Reprimand as soon as possible after the infraction, but make sure that you are on an even keel

and that the employee is not too close to the disturbing event if emotion was largely involved in the detrimental action.

8. Be sure the reprimand is deserved. Get all the facts, then get the relationship of facts to the sentiments and personal or individual variables involved.
9. Get the employee to talk about what is important to him in the situation. The cause of the infraction or laxness may not be in the immediate work situation but due to a disturbing factor outside the workplace. Don't try to do all the talking yourself.
10. Don't interrupt.
11. The procedure is to inquire rather than attack. Don't try to be clever; don't argue.
12. Recognize that the other person may need your assistance in saying what he has to say.
13. Don't make or imply moral judgement.
14. Understand before trying to remedy.
15. End the interview by trying to get the employee to see what is the matter and the solution without a direct statement from you. Show him how to improve.
16. Make it a point to see him again in a few days to

see if everything is all right.

Reprimanding is not the only followup that is practiced. Equally important is recognition to be given for a job well done, for extra effort to accomplish the aim, and for sticking to unpleasant tasks. This procedure lets the worker know that his efforts are appreciated and is helpful in building a cooperative attitude.

THE ORDER-GIVING CHART AND KEY

As a basis for both detailed and general considerations of the problems in order-giving, orders may be classed according to the purpose or content of the order, issuer of the order, and receiver of the order. Numerous special classifications can be made by sub-dividing these three classes. In the following combined chart and key, the various orders are classified on the basis of purpose of the order and the receiver of the order. This classification is intended as an aid to understanding the general principles of order-giving and would probably require changes in applying it to a specific organization.

Following the chart and key each type of order is enlarged along general lines to indicate how the order-giving chart and key might be implemented in actual use. Each order is discussed on the basis of the previous "Points the Issuer Considers in Formulating the Order."

DEVELOPMENT OF THE ORDER-GIVING CHART AND KEY

ADMINISTRATIVE ROUTINE ORDERS

Routine orders* constitute the main part of the orders given in an industrial organization. These orders occur every day and can be considered as standard in many instances. As much as ninety percent of the total number of orders given will be in the routine class; the machinery of the organization is set up largely for handling routine orders. These orders are familiar to the employees through repetition of both the type and specific contents of the orders.

1. Administrative Routine Orders to Experienced Supervisors

Example: Order to loading dock foreman to load three cars of 10/4 match stock in gondolas on February 15th.

Routing of the order. Routine orders going to an experienced supervisor will be given to the supervisor by the issuer usually through the established channels in the organization. The issuer will not necessarily give it to the supervisor in person since the material is familiar to the receiver.

* See Appendix for definition of routine orders.

What is included in the order. The routine order will cover only the essential facts and figures as to what, when, and where. It can be assumed that the supervisor knows who is to do it and on routine work that he will know how as well. Why the order is to be carried out will likewise generally be understood.

Time and place issued. Not much advance notice will be needed on routine work. A day or two for planning and scheduling of materials, machines, and men will be adequate. The order can be conveniently issued at the regular daily meeting of the supervisory force if such a meeting is held, or it can be issued to the supervisor on the job in his department.

Preliminary preparation. Enough time and thought should be given to the preparation to insure that the essential points are covered. Much of the detail is properly left to the supervisor. Comparatively little preliminary preparation will therefore be required.

Form of the order. Routine orders ordinarily will be written where the information is to be referred to repeatedly during the day's operations. Production schedules and shipping orders and the like come in this category. Simple routine orders may be given only orally or may be given orally and followed by a written memorandum.

Degree of permanence. On important routine orders,

such as the previously mentioned production schedule, a copy should be kept until the job which it covers is completed. On simpler material, a brief notation to the effect that the order was given will be enough.

Explanation and review. Reasonable time is given to explaining the order when it is issued and all questions cleared up at that time. No review is ordinarily needed here.

Initiative expected. A high amount of initiative is expected of experienced supervisors. It is desirable to recognize, however, that routine orders necessarily prescribe definite limits as to the use of initiative. It can be assumed that the experienced supervisor can go ahead without difficulty on routine orders.

Responsibility and authority for execution. The lines of authority and the degree of responsibility will already be clear in this case and will not be reviewed.

Frequency of orders. Routine orders are a requisite of the productive efforts of the organization and will be issued as often as the demands of production require. Since routine orders have to do with the ordinary day to day work, it is unlikely that he will become overburdened by them.

Manner of person giving order. Special attention should always be given by the issuer to his manner in giv-

ing orders; this applies more when orders are given orally but enters into written orders as well. The tendency to slight this in contacts with old employees should be guarded against. An appearance or attitude of indifference is perhaps most to be avoided.

Checks and followup. Generally it is only necessary to determine if the work has been completed and, if not, the reasons for such incomplete work can be obtained from the supervisor. Reprimands are seldom a part of the followup here. It is well, however, to watch for opportunities to give recognition for good work.

2. Administrative Routine Orders to Inexperienced Supervisors

Example: Order to the machine shop foreman to overhaul the yard lift truck.

Routing of the order. Inexperienced supervisors should receive routine orders directly from the issuer. If possible, the issuer should give such orders to him personally so that the possibility of misinterpretation will be minimized. Simple routine orders may go through the regular channels of the organization to the inexperienced supervisor.

What is included in the order. This class of order will cover in more detail than those to the experienced supervisor the what, why, when, and where of the order.

Also, it may be desirable to give extra consideration to whether he knows how to do it, although this can usually be left out.

Time and place issued. A moderate amount of time should be given to the inexperienced supervisor so that he can plan his work and clear up any questions that come up between the issuance of the order and the time for action on it. These orders may be issued on the job or at daily meetings of the supervisory force.

Preliminary preparation. Some additional time can profitably be given to the framing of these orders. Care in preparing the order in clear, concise form will help the inexperienced man, who does not have sufficient background to fill in the gaps that are left for the experienced man, act intelligently in carrying out the order.

Form of the order. It is good practice in all orders to inexperienced supervisors to use some form of a written order. In even the simple orders, it will be helpful to him to have some notation as to the essentials of the order. The written order plus an oral explanation is preferred; the oral explanation can be given over the phone.

Degree of permanence. Ordinarily a copy of the order, or a notation that it has been given, is kept until the order has been satisfactorily completed.

Explanation and review. The issuer should give a careful, complete explanation of the order. If of considerable length, it may be well to review it briefly after the explanation. The issuer can make special effort to ascertain points that may not be clear and straighten out any questions arising.

Initiative expected. Generally all supervisors are expected to use initiative in their work. In giving orders to inexperienced supervisors, it is well to indicate the amount of initiative expected. On many routine orders it will not be possible for the supervisor to use his initiative because of the more or less set nature of the orders.

Responsibility and authority for execution. A new man should have this carefully explained to him so that he understands thoroughly his place in the organization. Also, care should be taken that others understand the limits of his authority and the degree of his responsibility.

Frequency of orders. Routine orders, since they are needed in the day to day work, will be issued as frequently as the work demands. The new supervisor may become swamped; this can be watched and help given if needed.

Manner of person giving order. The point to watch particularly is in putting across the idea of cooperation, that "we" are doing the job. In addition, a friendly

manner will put the new man at ease and make it easier for him to ask questions.

Checks and followup. Determine whether or not additional help could have been given him as to methods, planning, etc. Checking on completion against the schedule and an early examination of performance may make possible simple helpful action. Letting poor performance slide will make drastic action necessary when the condition finally is remedied.

3. Administrative Routine Orders to Experienced Technicians

Example: Order to an electrician to clean and inspect motor No. 1643 on No. 1 Edger feed rolls.

Routing of the order. Usually the technician will receive routine orders through his supervisor, and will not ordinarily receive them direct from the issuer if the issuer is someone other than his supervisor. This is necessary so that the supervisor can know what is going on and plan the work. However, some technicians, such as electricians, may be assigned certain machinery to care for and will receive routine orders directly. Maintenance men may receive their orders and instructions either way.

What is included in the order. The experienced tech-

nician needs to know only what is to be done, when it is to be done, where it is to be done, and why it is to be done, although this may not require explanation in all instances. How it is to be done is the technician's own particular field, and the issuer need not be concerned with this.

Time and place issued. Little advance notice will be necessary, and the order will be given to him at his workplace.

Preliminary preparation. Preliminary preparation will aim to outline only the essential elements; therefore, a comparatively small amount of time need be spent on it. The details generally are not required by the technician.

Form of the order. Routine orders to an experienced technician should be written in form.

Degree of permanence. A copy of the written order may well be kept until the work is completed. On simpler orders a notation as to subject, date issued, and date completed will be sufficient.

Explanation and review. Explanation and review will be at a minimum here. Any questions can be cleared up by the technician's supervisor or by the issuer at the time the order is given in the case of oral orders. Review will not be required.

Initiative expected. The issuer does not emphasize

this. The technician is hired for a special skill or field of knowledge that he has acquired and is considered competent to go ahead on any routine job in his line. Therefore, although a high degree of initiative is expected, such information is not made a part of the order.

Responsibility and authority for execution. The experienced technician is already well aware of his responsibility and authority limitations on routine orders.

Frequency of orders. Technicians should have enough orders ahead of them so that they can plan their work several days in advance. Where a technician, such as a trouble-shooter, is handling a number of special orders as well, it may be more difficult to keep his work load balanced due to priority of special or emergency orders.

Manner of person giving order. Special effort can be made here, even though the issuer may not be the technician's supervisor, to give recognition to the man's special skill. This can be done by such things as letting him fill in details and asking his advice on different phases of the work where he has some particular knowledge of value.

Checks and followup. Any checks applied here should aim to ascertain whether or not the final result is satisfactory rather than checking on how the result was obtained. Recognition for special effort to overcome diffi-

culties can profitably be made a part of the followup. Recognition is one of the more important factors determining job satisfaction, and no opportunities should be lost to give deserved or earned recognition.

4. Routine Orders to Inexperienced Technicians

Example: Order to millwright to replace the second section of the edge roll feed chain in the stacker building.

Routing of the order. Whenever possible the technician should receive the order directly from the issuer without intermediate transmittal. During the technician's first few days on the job, his supervisor should also be present so that he can give the maximum help in orienting the man to his job.

What is included in the order. Routine orders to an inexperienced technician will be fairly complete as to what is to be done, when it is to be done, where it is to be done, and why it is to be done. More information is needed and less is left for the technician to fill in as compared to the experienced man.

Time and place issued. The inexperienced man will be helped by having more time between the issuing of the order and time of execution. Extra time is needed so that he can adequately plan his work. Routine orders can con-

veniently be given to him at his workplace rather than calling him away from his work.

Preliminary preparation. Additional attention can profitably be given to preliminary preparation of orders for the inexperienced technician. The inexperienced technician, like the inexperienced supervisor, will have use for details and related information that would be left for the experienced man to supply himself. Some of this may be in regard to how the work is to be done, and the issuer can make provision for this being supplied through the technician's supervisor.

Form of the order. A written order plus an oral explanation by the technician's supervisor will fit here. The issuer, when other than the man's supervisor, is not expected to supply all the help that the technician's immediate supervisor can give. Where the technician is performing a service with which no one else is familiar and has no direct supervisor, the order form will, of course, be written plus an oral explanation by the issuer.

Degree of permanence. A copy of this type of order is kept until the order is completed. This copy may be discarded after completion of the order.

Explanation and review. A review in brief form at the time the order is issued will be adequate for simpler orders. On more detailed and lengthy orders, a review on

the day following will usually apply. This can be done by contacting the man and asking for questions or points that are not clear. The explanation at the time the order is first issued is given as completely as is necessary for a clear understanding by the technician.

Initiative expected. The initiative expected of an inexperienced technician will not be as great as for the experienced man. The technician's supervisor should emphasize that eventually a high degree of initiative will be expected of the technician in his particular field of work. This can be gradually built up, too, by the issuer relying on the technician's judgement.

Responsibility and authority for execution. Explanation will be given here as to the technician's responsibility and the limits of his authority on the particular job. As time elapses, these limitations will become understood and can be left out as part of the order. The technician's or skilled worker's supervisor can profitably be called on to explain this to the technician.

Frequency of orders. The new man may become discouraged if given more work than he can see his way clear to accomplishing. Therefore, the inexperienced technician is not to be swamped with work; neither is he given so little as to be left idle.

Manner of person giving order. Special effort should

be given to placing the man at ease. This will make questions come readily and insure the man's undivided attention to the contents of the order. A friendly manner and a readiness to help may do this, or a little time spent on talking of something outside of the work situation may accomplish the same thing.

Checks and followup. Checks on satisfactory completion of the order are designed to see that standards are met and, if not met, to determine why the worker did not satisfactorily meet the standards. It is essential that the new man get off to the proper start; correction and help at the outset will be productive of more results than waiting or letting an unsatisfactory condition slide along. Likewise, legitimate opportunities to give recognition for good work are not to be overlooked.

5. Routine Orders to Experienced Ordinary Workman

Example: Order to monorail driver to take 10/4
match stock to the green chain loading
dock.

Routing of the order. The ordinary workman will receive orders on routine work directly from his supervisor or foreman. The established lines in the organization will be followed in routing of routine orders to ordinary work-

men.

What is included in the order. Detail is important at the work level, and a careful explanation, although briefly given, of the what, where, when, and why is included. An experienced man who is actually doing the work will not require an explanation of how he is to perform routine work.

Time and place issued. Routine orders to the ordinary workman will be given at his workplace and on the same day the work is to be done. Written orders may be simply posted at his workplace.

Preliminary preparation. A relatively small amount of preliminary preparation will be needed on individual routine orders of this type. The subject matter is familiar to the workman as he has done the same work or similar work many times before.

Form of the order. Written orders are preferred here as in many other instances because they are permanent and furnish a ready reference for a slip of memory. Orders of considerable length and covering several points can well be written out and explained orally to the workman. On the other hand, simpler routine orders can be given verbally without much danger of misinterpretation or forgetfulness.

Degree of permanence. A notation on the work schedule or, where orders are given covering unscheduled work,

a notation on the calander will usually be adequate. A copy of posted work orders may be kept on hand until the work is completed.

Explanation and review. A brief explanation at the time the order is issued will usually be sufficient. This may be done by reference to previous orders which were similar to the one at hand. Review is not necessary.

Initiative expected. Generally there is little chance for initiative at the work level on routine orders. It becomes more important, therefore, that the opportunities that do exist are used to advantage in order to further the workman's job satisfaction. A man who is capable of working on his own is to be given every opportunity to do so.

Responsibility and authority for execution. It is not necessary to touch on this in routine orders to the experienced ordinary workman.

Frequency of orders. Routine orders to ordinary workmen are given at regular intervals and as often as is necessary to get the work completed.

Manner of person giving orders. The helpful effects of a friendly, matter-of-fact manner in giving orders to the ordinary employee are not to be overlooked or slighted. The feeling of being a necessary and important part of the organization is just as significant to the man doing ordi-

nary work as it is to the man in a supervisory position.

Checks and followup. The checks applied will be to determine whether or not the order is completed on time and in line with the work standards. If the standards are not met, the situation should be gone over immediately with the workman. As in all other types of orders, recognition for specific accomplishment is to be given whenever possible.

6. Routine Orders to Inexperienced Ordinary Workman

Example: Order to carrier driver to take 10,000 feet of 2x6-10' #1 Fir and Larch to the truck-loading platform.

Routing of the order. The inexperienced workman should receive routine orders only through his supervisor. The established lines of routing can be followed to the supervisor but from there the orders are given to the workman by his direct supervisor. The supervisor or foreman is responsible for seeing that the work is done; therefore, he must insure that the inexperienced man will get the correct start in his work.

What is included in the order. The inexperienced worker on routine work will need a full and detailed account of what, where, when, why, and how. How the work is to be done is especially important here. The new man will

establish habits of work; it is his supervisor's job to see that the correct methods are established at the outset.

Time and place issued. The supervisor will give the routine orders to the workman at his workplace. These orders are given immediately prior to performance so that the supervisor can show the man how wherever it is necessary.

Preliminary preparation. More preparation is needed so that the methods of performance and the details of the order will be clear to the workman. Although routine orders to the ordinary workman are usually simple, it is desirable for the supervisor to go over the order in his own mind so that nothing will be left out. The tendency to slight preparation because the order is simple should be guarded against.

Form of the order. This type of order will usually be oral in form with a written notation of any figures or details. Seldom, if ever, should they be written only. The supervisor relies on the oral explanation, showing or demonstrating, and then watching actual performance to insure that the order is understood.

Degree of permanence. A notation of the essentials of the order is kept until the work is completed in instances where the order covers a day or more of work. On simple, short period jobs of a few hours, this may not be

necessary.

Explanation and review. Full explanation and a review of the order is given at the time the order is issued. The review may be in the form of a repetition of the order or the main points of the order.

Initiative expected. An indication to the workman as to the initiative expected is not a part of this type of routine order. This does not mean that a personal interest on the part of the workman is to be discouraged; on the contrary, this should be emphasized wherever possible.

Responsibility and authority for execution. The supervisor will explain clearly the employee's responsibility in getting the job done. Since the workman is actually doing the work himself, the matter of authority does not enter.

Frequency of orders. It is well to keep in mind that the new man should not be overburdened with a large number of tasks. He should complete one job before going on to the next; otherwise he may become confused or discouraged.

Manner of person giving order. The supervisor's manner is directed here toward placing the man at ease and in stimulating an interest in the job he is doing. The first can be accomplished by a friendly manner, interest in the man's problems, and unhurried issuing of the order. The second point, stimulating interest, is one of the most dif-

difficult to accomplish because of the repetition, simplification, and mechanization common in industry, especially at the work level. An explanation of why the work is to be done is often enough. The new employee or the inexperienced employee needs a picture of the place of his work in the total setup. The supervisor should not express depreciation of any man's work by word or act, and this is especially true of the inexperienced man. The smooth functioning of the department is dependent on the willing effort and cooperation of each man from top to bottom.

Checks and followup. The compliance of the inexperienced ordinary worker with the orders given requires immediate and careful checking. By careful checking of results and causes for failure, unsatisfactory methods and work habits can be remedied effectively. Where it becomes necessary to reprimand, refer to the general discussion of "Reprimands as Part of the Followup." Here again, recognition of successful accomplishment is given readily.

ADMINISTRATIVE SPECIAL ORDERS

Special orders, as the name implies, are out of the ordinary in content and are infrequently issued in comparison to routine orders. The employees are not familiar with the content of these orders, and more time is required in giving such orders so that the order can be satisfactor-

ily carried out.

7. Special Orders to Experienced Supervisors

Example: Order to the dry kiln foreman to set up schedules and procedures for drying aircraft stock.

Routing of the order. Special orders to experienced supervisors will go directly from the issuer to the supervisor. On simpler forms, the issuer may not give the order to the supervisor personally, but on all detailed or long orders, the issuer will give the order in person.

What is included in the order. Special orders to experienced supervisors will include what is to be done, when it is to be done, where it is to be carried out and why. Why the work or job is to be done is of particular value on special orders to enable the supervisor to orient the various factors of the situation. The actual accomplishment or how of the order is left to the supervisor.

Time and place issued. A day or more should elapse between issuing the order and execution of the order. The exact amount of time depends on how complicated the order is and how much preparatory work must be done. Time is allowed for planning of the work and for clearing up questions on the particular job. The place of issuance may be

either the issuer's or supervisor's office.

Preliminary preparation. A careful preparation of the outline of the order is made by the issuer. The supervisor can be relied upon to fill in many of the details as to how to do the job if the issuer has clearly stated just what is wanted.

Form of the order. Special orders to an experienced supervisor will be written plus an oral explanation. The oral explanation on simpler orders can be conveniently given over the telephone since there will be little chance of misunderstanding.

Degree of permanence. A permanent copy of special orders of this type is kept for reference in future situations that are similar in nature and for checking on completion of the order.

Explanation and review. A complete explanation of the order is desirable at the time the order is issued. A review of the more lengthy special orders is also advantageous, although it may be left to the supervisor to initiate this with any questions he may have on the order.

Initiative expected. Special orders offer one of the best opportunities for the supervisor to use his initiative and ingenuity. The issuer should indicate as part of the order that a high degree of initiative is expected and be willing to back the supervisor in any initiative action

taken.

Responsibility and authority for execution. On this type of order, the issuer is to watch for conditions or situations which require additional authority. The balance between responsibility and authority is watched so that responsibility is not delegated without the requisite authority with which to discharge that responsibility. The experienced supervisor will generally be aware of the extent of his authority in any order situation, and the order will place the responsibility.

Frequency of orders. These orders will occur intermittently and usually infrequently

Manner of person giving order. This is not an ordinary situation, and care must be exercised so that the proper meaning of the order will be put across. Particular attention is given, therefore, to choosing words that carry accurately the meaning intended by the order. The issuer especially encourages questions and suggestions on the part of the supervisor. The supervisor's ideas will generally contain material of value in carrying out the order and thus reaching the desired objective.

Checks and followup. The issuer checks with the supervisor at the completion of the work covered by the order on all special orders. On orders covering work of a period of a week or more, he also checks one or more times during

this period to determine progress and clear up any questions. The followup may include a review of the order and the work with the supervisor to see if any information helpful in future situations can be obtained. In addition, any essentials that should have been included in the order can be brought to light.

8. Special Orders to Inexperienced Supervisors

Example: Order to dry sorter foreman to start sorting all 5/4 box lumber by length and two width separations of 4"-12" and 13" and wider.

Routing of the order. The inexperienced supervisor will receive all special orders in person direct from the issuer. On special orders that others beside the supervisor are to work on in cooperation with him, the other men will be present at the same time. This will avoid confusion or varied interpretation of the order by different men and will help the inexperienced man see his place in the picture.

What is included in the order. The what, when, where, why sequence will be followed in covering the content of the order. In addition, help will be given on how to carry the order out wherever such help is needed. The purpose, or why, of the order will be helpful in judging

the work to be done.

Time and place issued. This type of order will be given in the issuer's office and will allow time for review, question, planning for extra crew, materials, and instructions to his men. This period should be at least two days, and on more difficult jobs, a longer time is given to the supervisor for the preliminary work.

Preliminary preparation. Careful preparation is necessary here and has as its objective a coverage of all the general points and helpful details. The order itself will, of course, be written, and it is helpful to outline the oral explanation of the order as well.

Form of the order. As indicated in the previous paragraph, special orders to inexperienced supervisors will be written and accompanied by an oral explanation.

Degree of permanence. A permanent copy of the order and any pertinent notations that might be helpful in the future is kept on special orders.

Explanation and review. The explanation of the order is a very important part of the process when giving orders to inexperienced men. The explanation should be complete, careful, and unhurried. A brief review the next day to see that the order is clearly understood and to give opportunity for additional questions is advisable. This review may be conveniently done by phone.

Initiative expected. This will vary with different individuals, but the initiative expected will be indicated by the issuer of the order. In general, men on supervisory work are expected to show a high degree of initiative. A new man can not be expected to do this, but he should have in mind the goal to be reached in regard to exercise of initiative.

Responsibility and authority for execution. The responsibility of the inexperienced supervisor in handling a particular job or order is clearly explained by the issuer. The limits of his authority are outlined. In situations where he needs special authority, this should be given and limited both as to time and amount. Where such special authority is given, the other supervisors or men that he is working with should understand the limits of his special authority as well.

Frequency of orders. Special orders occur infrequently and at irregular intervals.

Manner of person giving order. The objective here is to put the man at ease and gain his cooperation and best effort in carrying out the order. This can be done by evidence of a friendly manner and an interest in his problems and the outcome of the order. Also, questions and suggestions by the supervisor are encouraged.

Checks and followup. A check made during the work

covered by the order is advisable so that help can be given if needed. This check is to be made tactfully so that an indication of lack of confidence will not be left. Suggestions as to methods can be carefully made and often can be in the form of questions on the work in progress. The check at the end of the job indicates not only whether the order was carried out properly, but also where the order could have been improved by the issuer. A notation of any improvements or changes should be made on the permanent copy for future reference.

9. Special Orders to Experienced Technicians

Example: Order to the engineer to make plans for a new truck loading platform adjoining the dress dry shed.

Routing of the order. The better practice in issuing special orders to the experienced technician is to have the order go directly from the issuer to the technician. This minimizes the chance of misinterpretation. The experienced technician may receive special orders from the issuer through his supervisor on the less complicated orders.

What is included in the order. The order covers in detail the results that are wanted and when the work is to be completed. The issuer leaves it to the technician to

decide how and where the work is to be done. The purpose of the work or why it is being done is an essential part of the special order.

Time and place issued. The technician's work usually will require time for gathering necessary material and information on the order. The order is given far enough in advance to allow for the above and for planning of the job. Special orders do not come regularly and must be fitted into the schedule of routine work.

Preliminary preparation. Special orders to a technician often involve subjects with which the issuer is not familiar. Since the technicians are employed because of a particular skill or knowledge, the details are left to him. The preliminary preparation aims toward a clearcut expression of exactly what results are wanted.

Form of the order. Special orders to experienced technicians will be in the form of a written order plus a verbal explanation. The verbal explanation may be given by telephone if not convenient to give in person.

Degree of permanence. A copy of the order is kept until the order is completed. On complicated orders, the issuer may find it advisable to keep a copy permanently for reference on future special orders.

Explanation and review. Review is necessary only on exceptionally long orders. Questions on how the work is

to be done are referred to the technician's supervisor when his supervisor is not the originator of the order.

Initiative expected. A maximum amount of initiative is expected of the experienced technician. Generally this does not require emphasis in the order.

Responsibility and authority for execution. The responsibility for completing the order is placed directly with the technician. Where more than one man is working on a single job, the responsibility of each is clearly outlined. The limits of authority and the amount of authority is known by the experienced technician.

Frequency of orders. These orders may come at frequent intervals, and where this is necessary, care should be exercised not to swamp the technician. Generally, however, special orders come at irregular and infrequent intervals. Special orders offer an opportunity to break the monotony of routine work.

Manner of person giving the order. The issuer exercises reasonable care that the words he uses carry the idea as to what is to be done. It is important to encourage questions and suggestions; this may be done by outlining the problem and then asking for suggestions and opinion as to how to meet or solve the problem.

Checks and followup. When a person other than the technician's supervisor issues the order, he checks to see

that the order has been completed on time. Any checks on the quality of the work are left to the technician's supervisor. All opportunities to give recognition for good work are fully used.

10. Special Orders to Inexperienced Technicians

Example: Order to electrician to install a new fuse box and relay switch on the motor for the first section of the green chain.

Routing of the order. Special orders to an inexperienced technician will be received directly from the person who wants the work done. In instances where this is other than the technician's supervisor, the supervisor should also be on hand. Any other men working on the same job are present so that the technician can see where his part fits into the complete picture.

What is included in the order. What is to be done is the main part of the order. Why it is to be done is helpful and in many instances essential. When the order is to be completed is also included. The issuer should refer the technician to his supervisor for information on how the work is to be done; the supervisor, in turn, may refer him to an experienced man who has done similar work.

Time and place issued. Wherever possible, a sequence of issuing the order one day, reviewing the next, and

allowing one or more days before starting work should be followed. This gives the inexperienced technician time to size up the job, have his questions cleared up, and gather the necessary material and information. The order may be given at the technician's workplace, his supervisor's office, or the issuer's office.

Preliminary preparation. Preliminary preparation is necessary here and aims at producing an order that is clear and free of misleading, confusing, or ambiguous statements. In addition, an outline of the oral explanation accompanying the written part of the order is made to insure adequate coverage.

Form of the order. Special orders to an inexperienced technician will be written plus an oral explanation. A copy of the order is sent to the technician's supervisor when the supervisor does not issue the order himself.

Degree of permanence. A permanent copy should be kept for future reference. This gives the issuer a basis for improving his future orders of a similar type.

Explanation and review. A careful explanation is given as a part of the order. The technician's supervisor may review the order on the day following and clear up questions. He can also give help on explaining why the work is to be done, and how to do it.

Initiative expected. The technician's supervisor

should outline what initiative is expected and the degree of initiative that can ultimately be attained. In other words, the initiative to be exercised now and the possibilities in the future -- what he is working toward -- are explained.

Responsibility and authority for execution. The order makes clear the technician's responsibility. The limits of his authority should be outlined by his supervisor. In connection with the technician's responsibility for carrying out the order, it is to be remembered that the person who issues the order is responsible for giving a satisfactory order. The technician cannot be held responsible for bridging the gaps and filling in the points of an inadequate order.

Frequency of orders. These orders will occur at more or less irregular intervals, depending on the requirements of the organization. If possible, special orders should be spaced at somewhat regular intervals until the inexperienced man becomes accustomed to handling them.

Manner of person giving order. A special effort is made to put the man at ease so that his full attention can be given to the topic at hand. The usual matter-of-fact, friendly manner is necessary here as with all the other types of orders.

Checks and followup. The technician's supervisor checks during the progress of the work and before the time of completion. He is then in a position to correct any errors and can give help where needed. When a person other than the supervisor gives the order, he checks on whether the order was completed. For inexperienced men, it is essential that the supervisor check on the quality and method of doing the work so that any wrong methods can be remedied before they become habitual. Recognition of good work and special effort is just as important to the inexperienced as to the experienced man.

11. Special Orders to Experienced Ordinary Workers

Example: Order to dry kiln transfer operator to keep an account of all time used in emptying and filling kilns.

Routing of the order. The experienced ordinary worker will receive all special orders directly from his supervisor. The special orders may originate outside of the supervisor's department but will be given to the worker with the necessary interpretation by the supervisor.

What is included in the order. The order covers what is wanted, why it is to be done, when it is to be completed, and when started, and where the work is to be accomplished. In addition, the issuer makes certain that the

experienced man knows how to go about the special job.

Time and place issued. Special orders to an experienced workman can be given a day ahead and reviewed on the day the work is to be done or started. This gives the man time to think through his part. These orders are given at the workplace.

Preliminary preparation. In preparing the order, the supervisor must have clearly in his own mind what is to be done. Then the order is formulated from the workman's standpoint so that all parts will be clear and understandable to the workman. Care should be given here so that the language and wording of the order is simple and to the point.

Form of the order. These orders will be in two forms, either written plus an oral explanation or oral followed by a written memorandum. The first form is preferable, but the second can be used to advantage with simpler orders.

Degree of permanence. A copy of the order is kept until the work is completed.

Explanation and review. A thorough explanation is given as to what, why, when, where, and how. The method, or how to carry out the order, can be left to the worker where he has the necessary ability.

Initiative expected. This will have to be varied

according to the individual employee. Generally, a fairly high degree of initiative is expected on special orders.

Responsibility and authority for execution. The worker is made to understand that he is responsible for that particular job. His supervisor is responsible for the work that he does; he, in turn, is responsible to the supervisor.

Frequency of orders. Special orders to the ordinary worker occur infrequently and intermittently. Wherever the ordinary worker is capable of doing the job, special orders give an opportunity to break the monotony of routine work.

Manner of person giving order. It may be necessary to go over special orders several times to be sure they are put across. In doing this, the supervisor should be patient and unhurried.

Checks and followup. The supervisor checks to see that the work covered by the order is done on time and that the quality of work is up to standard. In addition, recognition is given readily for good work.

12. Special Orders to Inexperienced Ordinary Workers

Example: Order to monorail driver to pile all loads marked "test" in the planing mill storage space.

Routing of the order. The inexperienced ordinary worker receives special orders directly from his supervisor so that the interpretation needed is covered by the order.

What is included in the order. The order will include a description of what results are wanted, why the work is to be done, where he is to do the work, and who is to do it. How to accomplish the work will be included as part of the order.

Time and place issued. The order is given a few hours ahead of the actual starting of work to allow for questions and review. On some types of work, it is desirable to give the order at the time and place where the work is to be done. This makes possible showing as well as telling. The supervisor should stay long enough to be sure that the man is going ahead right, and he should return in a short time to check on the work and answer questions. These orders are given at the man's workplace.

Preliminary preparation. The preliminary preparation will probably require extra time so that all the needed details and information are provided. In this connection, care should be exercised to avoid confusion with unnecessary facts and unrelated information.

Form of the order. As a general practice, the order should be written, accompanied by oral explanation and the required showing or demonstration. However, on simpler

orders, the order may be oral only.

Degree of permanence. A copy of the order is kept until the work is done when the order is written in form. When the order is oral, only a notation may be kept as to the order content.

Explanation and review. A careful and detailed explanation is given at the time the order is issued. If the order is given ahead of the actual starting of the work, a review of the order is given immediately preceding the start of the work.

Initiative expected. An inexperienced man is not required to demonstrate a high degree of initiative. The amount of initiative that is possible can be outlined, however, to give something to work toward. The supervisor is ready and willing to help but should not interfere if the man is able to carry on by himself.

Responsibility and authority for execution. It is mainly the supervisor's responsibility to see that the work is done properly. The workman, in turn, is responsible for that particular job, and this should be explained to him.

Frequency of orders. These orders are infrequent and irregular in occurrence.

Manner of person giving order. All of the points under the general discussion, "Manner of Person Giving

Order", are to be especially observed here. The supervisor should take plenty of time, not be rushed in giving the order. Care is exercised to answer all questions completely; patience is necessary in going over the order several times.

Checks and followup. The supervisor keeps a close check on the man's performance during the whole job covered by the order. This checking is done in such a way that the worker is not given a feeling of uncertainty or lack of confidence.

The supervisor or issuer of the order should determine whether the order he gave was satisfactory in production of the desired results. If the work is not completed properly, the fault may lie in the order covering the work.

COORDINATING ORDERS

Coordinating orders differ from special and routine orders in that no authority is carried by the issuer over the receiver of the order. In many instances, coordinating orders will go from a person at a lower level of authority to someone at a higher level. It can be conveniently termed an exchange of information rather than an order since an order implies authoritative direction. This exchange of information is essential to the coordination of activities between departments and, consequently, the

smooth operation of the whole organization. An example of coordinating information is in a production set-up where one department must gauge its operation by and is dependent on the output of the department preceding it in the production process. Exchange of information as to inventories on hand of various items and probable output is necessary to maximum production.

Coordinating orders to experienced supervisors and technicians are handled in the same way, and coordinating orders to inexperienced supervisors and technicians are grouped together.

13. Coordinating Orders to Experienced Supervisors and Experienced Technicians

Example to a supervisor: Information from the plan-
ing mill spotter to the planing mill fore-
man that the rerun machines have finished
the day's scheduled orders and can be
placed on running stock items.

Example to a technician: Information from the plan-
ing mill foreman to the electrical foreman
that No. 9 surfacer will be down and time
will be available to change the motor on
the top head.

Routing of the order or information. Coordinating

information will go directly from the issuer or originator of the information to the man who is to make use of it. He may not receive it in person, but it will go to his office or workplace.

What is included in the order. The information included will vary with each situation. Generally on such information, the issuer and receiver will agree beforehand as to what facts are to be given.

Time and place issued. This factor will vary according to the type of information. Some information must be given immediately to be of value; in other instances it is given to the receiver at least on the day it is to be used, and if possible, the day before. The less lag there is between the situation covered and receiving the information the more usable it will be.

Preliminary preparation. Fairly intensive preparation is required with lengthy or detailed orders so that the information is complete and correct. On simple orders no preliminary preparation will be required.

Form of the order. The order will be written in form except where special information requires additional oral explanation.

Degree of permanence. A copy of the order is kept for reference purposes in gauging future requirements. The copy may be kept for several weeks on routine work

and, on special information, a month or more.

Explanation and review. Review is not required here. Explanation is needed on special or out of the ordinary information.

Initiative expected. The issuer does not include this in the order.

Responsibility and authority for execution. This is not a consideration by the issuer.

Frequency of orders. The coordinating orders and information will be given as often as is necessary for smooth operation.

Manner of person giving order. The issuer should be certain, in giving coordinating orders and information, that he does not leave the impression of "bossing" someone over whom he has no authority. The issuer should keep in mind that these orders are given as part of the cooperation necessary for productive operation.

Checks and followup. Checks and followup are not a part of this type of order.

14. Coordinating Orders to
Inexperienced Supervisors
and
Inexperienced Technicians

Example to a supervisor: Information from the dry kiln foreman to the dry sorter foreman that the four charges of 8/4 select will

be dry in time to make a two day run on this stock.

Example to a technician: Information from the dry kiln foreman to the pipe fitter foreman that kiln No. 15 will be empty and available for heating coil replacements.

Routing of the order. It is desirable that the information go directly to the man who is to use it and, in this instance, it is desirable that he receive it in person.

What is included in the order. The information needed in each particular case is covered completely and in whatever detail the situation indicates. Coordinating orders and information to inexperienced men will, in general, be given in more detail than the same information going to an experienced man.

Time and place issued. These orders will be given on the same day or the day preceding the time the information is to be used. When going to inexperienced men, it should be given somewhat further in advance, if possible, and care should be exercised so that it is not late. The order will be sent to the receiver's office or workplace.

Preliminary preparation. Careful attention is given to make the order complete and correct both as to general content and specific details.

Form of the order. The form of these orders will be written plus an oral explanation whenever possible.

Degree of permanence. The issuer will keep a copy for a length of time depending on the character of the information. Where information is to be referred to later, it may be kept a month or more. On some of the simpler types, a notation that the information was given may be kept for only a day or two.

Explanation and review. Review is not a part of these orders. Explanation will undoubtedly be of value to the inexperienced man, especially where a new or special body of information is dealt with.

Initiative expected. This is not included in the coordinating order.

Responsibility and authority for execution. This is not included in the coordinating order.

Frequency of orders. Generally, the coordinating orders will come regularly and as frequently as is required by the particular operation.

Manner of person giving order. The issuer should stand ready to help out in interpreting the information but should guard against interfering where he has no authority.

Checks and followup. The issuer does not consider this as part of the order.

EMERGENCY ORDERS

The time element is the essential and principal determinant in defining emergency orders. Time is also the principal determinant of the action taken in any emergency situation. Emergency conditions cannot be predicted, although the action to be taken when a specific emergency does occur can be decided upon beforehand. The action taken in case of fire is an example of this; a number of variables can be foreseen and taken care of in advance of the actual occurrence of a fire. As in many other emergencies, however, judgements must be made and action initiated within a few seconds or few minutes.

15. EMERGENCY ORDERS OF SPLIT-SECOND IMPORTANCE TO:
Save Life and Prevent Injuries to Persons
Prevent Disruption of Production Schedule
Prevent Damage to Material and Equipment

Routing of the order. A direct line of action is imperative in emergency situations. Therefore, in giving emergency orders requiring immediate action, the order goes directly to the person who is to act. Lines of authority must be largely disregarded under such circumstances, and person to person contact is required.

What is included in the order. The order will include what is to be done, when, where, and who is to do it. No attention is given to why it is to be done other

than that it is an emergency situation.

Time and place issued. Emergency orders of split-second importance are given immediately and at the place indicated by the particular situation.

Preliminary preparation. None is possible because of the time limitations of the emergency.

Form of the order. Oral orders are the quickest to give, and time probably will not allow the use of any other form.

Degree of permanence. The issuer does not bother with this consideration.

Explanation and review. Explanation of the order is held to a minimum, and no review is possible.

Initiative expected. In many emergency situations, the person who issues the order must leave a large part of the action up to the receiver of the order. This should be briefly and clearly indicated in the order.

Responsibility and authority for execution. Responsibility is an essential part of the emergency order; it should be briefly treated, however. Both the issuer and receiver may have to assume authority they would not ordinarily have and to use this authority to neutralize the emergency condition. When emergency conditions are encountered, time cannot be expended either in observing lines of authority or in quibbling about such authority.

Frequency of orders. These orders will be given as often as the emergency condition demands.

Manner of person giving order. The manner of the person giving the order is aimed at putting across to the receiver the extreme urgency of the situation. This can be done by raising the voice and the use of emphatic language. You want action, and everyone else must be made to realize the need for it.

Checks and followup. After the emergency condition has been neutralized or has abated, it will be advisable to take a careful look at the whole thing as an aid to future emergency action. Some of the questions to ask are: Is there any element that could have been foreseen and the condition prevented? Is there any action that could have prevented the emergency entirely? Was the action taken adequate, or could it have been improved?

16. EMERGENCY ORDERS OF MINUTES OR HOURS IMPORTANCE TO:
Save Life and Prevent Injuries to Persons
Prevent Disruption of Production Schedule
Prevent Damage to Materials and Equipment

Routing of the order. In emergency situations of minutes or hours importance, there is more time available, and as a result, established routines and machinery can be used to handle these orders. As in other emergency orders, however, as direct or as short a route as possible should be used to avoid confusion and misinterpretation.

What is included in the order. The order will include what is to be done, who is to do it, where it is to be done, and when. In addition, a brief description of the emergency condition to be neutralized is given to help the person in carrying out the order.

Time and place issued. These orders will be given as soon as properly formulated. More time is available as compared to split-second emergencies. The place for giving the order is selected on the basis of the one which will save the most time in getting action.

Preliminary preparation. The amount of preparation necessarily depends on the amount of time between forming the order and action on the order. There will usually be time for some preparation; this should aim at getting the essentials of the order in the clearest and simplest form.

Form of the order. These orders will be written briefly and will be accompanied by an oral explanation. Again the amount of time available will vary this.

Degree of permanence. A notation of the action initiated will serve to keep the work going smoothly and will minimize the chance of duplication. In the excitement and hurry of combating an emergency situation, a concise, chronological summary of the action taken will be of value in determining subsequent action.

Explanation and review. A brief explanation of the

order can be included at the time the order is issued; review will not be given ordinarily.

Initiative expected. The same thing applies here as in split-second emergencies, namely, that the issuer must leave a large part of the action up to the receiver. This is clearly indicated by the issuer.

Responsibility and authority for carrying out. Responsibility for action in the emergency must be clearly placed; there is no room for indecisive methods and "passing the buck". To a lesser extent than in split-second emergencies, lines of authority may have to be crossed and authority assumed to meet the emergency.

Frequency of orders. Frequency of emergency orders will be determined by the emergency situation.

Manner of person giving order. The issuer of the order must use every device at his command to impress on the receiver the extreme urgency of the situation. Emphatic language and raising the voice may be necessary. However, the issuer should not leave the impression that he is rattled.

Checks and followup. Each emergency condition met should be examined after it has been eliminated to ascertain whether proper action was taken or if the condition was preventable. Could machinery and plans of action have been made beforehand to meet this condition? If such plans

were made, did they function adequately? Were the orders satisfactory, and were the orders carried out satisfactorily?

BIBLIOGRAPHY

1. Cooper, Alfred M. How to supervise people. New York and London, McGraw-Hill Book Co., 1941.
2. Gardiner, Glenn. How to handle grievances. Elliot Service Co., 1937.
3. Gardiner, Glenn. Better foremanship. New York and London, McGraw-Hill Book Co., 1941.
4. Hepner, H. W. Human relations in changing industry. New York, Prentice-Hall Inc., 1934.
5. Pond, Alfred W. Instruction and supervision. Personnel Journal, 20:29-33, May, 1941.
6. Roethlisberger, F. J. and Dickson, W. J. Management and the worker. Cambridge, Mass., Harvard University Press, 1940.
7. Roethlisberger, F. J. Management and morale. Cambridge, Mass., Harvard University Press, 1941.
8. Schell, R. H. The technique of executive control. New York and London, McGraw-Hill Book Co., 1934.
9. United States Forest Service. Administrative Management. 1940.
10. Walton, Albert. New techniques for supervisors and foremen. New York and London, McGraw-Hill Book Co., 1940.
11. Watkins, Gordon S. and Dodd, Paul A. The management of labor relations. New York and London, McGraw-Hill Book Co., 1938.

APPENDIX

DEFINITION OF TERMS

ORDER. The term order is used here in three ways. It applies to the authoritative direction or coordinating link between the supervisor and those he supervises. It applies to the transmission of information from the supervisor to other supervisors over whom he has no authority. It applies to the transmission of information from one functional part of the organization to another.

INSTRUCTIONS. This term is used in the same manner as the term order.

SUPERVISOR. A supervisor in industry is one whose main responsibility is to direct the work of several other employees. This work is principally telling or showing how, what, why, when, where. It is recognized that some positions in industry carry both supervisory duties and actual work performance. Where such a division of duties occurs, the term supervisor applies to that part of a man's job that is supervisory in nature.

TECHNICIAN OR SKILLED WORKER. A technician or skilled worker is one who is required to use and make available a skill or a specialized field of knowledge in his work. He is hired because of command of a limited field of activity and does most of the actual work in that

field.

ORDINARY WORKER. Men in this classification in general have duties of a routine unskilled or semi-skilled nature. This may require a period of training or apprenticeship on the job, but no outside specialized schooling is necessary. These employees make up the bulk of industrial workers.

EXPERIENCED. A word referring not only to the amount of time a worker has been on the job or with the company but also the degree of proficiency on his particular job. An experienced man has reached the expected level of productivity on his job, and in addition, is familiar with company practices and routines.

INEXPERIENCED. Employees in this class do not have all the knowledge and skills at their command to meet easily and effectively the requirements of the job. It is to be noted that the terms "experienced" and "inexperienced" are not tied in with length of service in the company. Length of service is commonly used as a measure of a man's proficiency and ability to handle a job; actually, due to individual differences, this is not a reliable indicator.

ROUTINE ORDERS. Routine orders are orders that are necessary to conduct the day to day operations of the organization. Their content is familiar to those handling

them, and repetition occurs in both subject matter and detail.

COORDINATING ORDERS. Coordinating orders are necessary to synchronize the activities between departments or men in the organization and may be either routine or special in content. No authority is necessarily carried by the issuer over the receiver, but such orders are accepted to gain the objective of smooth operation. Many of these orders take the form of an exchange of information.

SPECIAL ORDERS. Special orders are out of the ordinary routine of work and are not encountered frequently. There is little regularity in the occurrence of these orders, and the material dealt with varies greatly in detail, volume, and subject matter.

EMERGENCY ORDERS. Time is the essential element determining emergency situations and the application of emergency orders. Their occurrence cannot be predicted; therefore, the machinery to deal with emergency situations must always be in place ready for use. The time required to get the necessary action dictated by the emergency situation is the critical consideration. Emergency situations are characterized by a direct or possible menace to the plant, products, or lives of employees. This menace must be eliminated or neutralized in a short period of time.