

WAsc 2217

ROF (Explosives)

Manual for Foremen  
and Assistant  
Foremen



A/F Wright.  
n/g Ando

WASC 2217

MINISTRY OF SUPPLY  
ROYAL ORDNANCE FACTORIES  
(EXPLOSIVES)

Manual  
for  
Foremen  
and  
Assistant Foremen

Memorandum No. 9.



## FOREWORD

The articles comprising this manual had their origin in a course of lectures delivered in a large industrial establishment.

The notes for these lectures have been edited to remove matters of only local or temporary interest and to make them suitable for general study and use.

Training of personnel is rapidly becoming an integral part of industrial life and it is hoped that this manual may find a useful place in regard to the training of foremen.

While these articles are written as for foremen and male workers, it is to be understood that they are equally applicable to forewomen and female workers.

## 1. DUTIES AND ROUTINE OF FOREMEN

Production requires three distinct activities:-

- (a) Manual labour to perform the various operations.
- (b) Management to ensure that manual labour is used efficiently.
- (c) Technical direction to ensure correct and efficient operation of plant and production of good material.

The personnel of a factory is organised to carry on these activities, and foremen as the first links in the chain of management, occupy a position between the workers on the one hand and the management on the other. Their functions are:-

- (1) The supervision and direction of a team of operatives so that work may proceed according to methods laid down by the management.
- (2) The supervision and inspection of plant and equipment so as to keep the management informed of any irregularities or defects.
- (3) To pass on to the workers the policy of the management in all things essential to the efficient use of labour.

Although all are of equal importance, the time and energy devoted to each of these functions will vary according to the type of plant. For example, in sections where the plant is simple and the number of workers large, labour management will require most attention, whereas in sections where the plant is more complicated and the number of workers is small, more time will be devoted to plant supervision.

### 1. Labour Management

The most important factor in the successful direction of a team of workers is confidence - confidence of the team in the ability of the supervisor to

- (a) run the plant himself and impart his knowledge of it to others.
- (b) know his own limitations and when to appeal to higher authority.
- (c) understand instructions which he has to pass on.
- (d) have his instructions carried out but, at the same time, be willing to listen to any reasonable objections.
- (e) be just and never act on hearsay evidence.
- (f) be relied on for support and assistance.
- (g) accept responsibility for his sphere of activity and not shirk his share of the blame when things go wrong.



Confidence is only won by hard work and a sound knowledge of plant, of workers, and of conditions of service such as wages, leave, etc.

To hope to have some success with a team of workers, each member of the team must be studied as an individual and some time and thought devoted to a consideration of the character of each worker. Not only will this decide how each individual should be handled but it will indicate how the team should be blended so that any weaknesses which may exist are strengthened, and also that inimical temperaments are separated.

Discipline is also essential. A foreman can never afford to turn a "blind eye" but must always let the worker know that his mistake has been noted, even if the rebuke is mild. Once confidence and discipline have been established infringement reports will be few, but there should be no hesitation in reporting an offence if this is necessary. Instructions should be followed up so that the worker knows that negligence will always be found out. The foreman's aim is maximum good output with minimum friction and waste.

## 2. Supervision of Plant

Here a sound working knowledge of the plant is necessary - how it operates, what rules have to be observed, what to do in an emergency and why.

A defective plant should never be operated without specific instructions from competent authority. Any defect, breakage, or undue wear, any unusual sound or unusual heating up of machinery, etc., should be reported immediately. "A stitch in time saves nine" is an excellent adage for plant supervision since the aim is maximum running time at maximum efficiency.

## 3. Passing on the Policy of the Management

The factory policy may not coincide with a foreman's own views in some instances and there are legitimate channels for the ventilation of such divergencies of opinion, but, no matter what a foreman's personal views may be, it is essential and it is his duty as a responsible member of the staff to pass on this policy wholeheartedly to his subordinates and to give it his full support.

## Routine

The foreman's job is no sinecure and covers a wide range of activities. He cannot hope to attend to all his many and varied duties efficiently unless he works to a plan, a daily routine designed to cover all the points arising in his particular job. Therefore, he must make a study of his job and all it entails, and form his analysis of it map out a plan of campaign so that he can go to work with decision and despatch. He must balance the importance of each aspect of the job against the time devoted to it and be prepared to modify his routine as the occasion arises, but must have a plan to work to.

A considerable part of the successful management of a factory ultimately depends on his work.



## 2. LEADERSHIP

All great leaders show one outstanding trait in common - an intense belief in the importance of their work. This then is a basis for leadership. Lack of enthusiasm in leaders plays havoc with any task.

It has been said that leaders are born not made. This may be true of the very great but everyone possesses in some small measure at least, the qualities of a leader and these can be fostered and developed by studying the qualities which make for good leadership.

The successful foreman must possess the power to lead his workers. Gone are the days of slavery, of authority enforced by brute force and fear. These things are wrong and the results of enthusiasm, sincerity and interest in the work are more beneficial and more lasting. A leader must take the lead in all things: he must continually set an example. The foreman who is careless and is willing to overlook slackness will always have a careless, slack team of workers.

The good foreman must:-

- (1) know his job. Besides being able to carry out all the operations under his charge, he must be able to estimate a fair day's work in any process. It is often necessary to combat the tendency of the workers to set their own quota for a shift's work.
- (2) issue orders clearly. Orders must be understood by the least intelligent of the workers.
- (3) be forceful. He must be sure of himself and see that the orders he issues are carried out.
- (4) maintain discipline. He must study the individual members of his team and how best they can be handled - different natures require different treatment. He must know when to apply to senior authority for disciplinary action in serious cases.
- (5) be considerate of inexperience. Anger or ridicule will not increase the efficiency of inexperienced workers - patient and considerate treatment will do so. Experience cannot always be measured by length of service.
- (6) be absolutely just. Any feeling of unfairness will wreck team work. Some actions may seem unjust to the worker and trouble should be taken to explain them. An imagined injustice is just as troublesome as a real one.

(7) have vision. The leader must have a clear vision of the goal towards which he is leading namely, ideal working conditions with 100% efficiency and all that these things entail.

(8) not be afraid to delegate authority. He must encourage initiative in his assistants and at the same time back them up and take responsibility for mistakes.

(9) not spy. A good leader will trust his men until he is let down.

(10) not have favourites. It is difficult not to do this since some people are more attractive and likeable than others but he must be just and fair in his dealings with the workers.

(11) not criticise adversely to subordinates the orders from superior authority. Just as he expects loyalty from his team so he in turn must be loyal to his superiors in rank. If he thinks a superior has erred, he should consult him privately pointing out where, in his opinion, he is wrong. If the order is insisted on he should try to carry it out loyally, doing his best in all sincerity to bring the work to a successful conclusion.

True leadership is a form of service to others. Success will only come after opposition and much hard work but the results are well worth while. The leader is an outstanding personality - looked up to and respected by his fellow men.



### 3. CO-OPERATION AND TEAM SPIRIT

Co-operation means working together for the good of the whole. Just as the entire health and happiness of a human being is upset by some local pain or irritation, so, in a factory, if some single part does not work in with the whole, disorganisation occurs and production falls. A healthy, vital factory demands not only the unqualified effort of each employee, each section, each department, but also that these efforts dovetail, and are all directed towards a common end. Team Spirit must prevail throughout the whole factory organisation.

Everyone can foster this spirit by co-operating with all those with whom they come into contact in their work. The foreman co-operates with:-

- (a) his superiors in rank. It is his duty to carry out instructions to the best of his ability, to appreciate the difficulties arising in the course of the work, to be receptive of new ideas and methods and not to deal with these in any hostile manner.
- (b) those on the same level as himself. He must keep an open mind about his work and be ready to learn from a colleague or to give him the benefit of his experience. The man who is secretive about his job has either little information to impart or is trying to bolster up his position by keeping his knowledge to himself.

Co-operation between production and maintenance staff is extremely important. Servicing machinery which other people use and sometimes misuse is a tiresome job and everything possible should be done to enlist the interest of the maintenance staff by explaining why certain work is necessary. Lack of mutual understanding here is a frequent source of trouble and the foreman must do his best to create the necessary spirit of co-operation.

- (c) those under his control. Co-operation with his workers is essential and the first and most important step towards it is to gain the confidence of his team. He must be in close contact with his workers, appreciate their difficulties, and do everything possible to deal with any real or imaginary grievances.

Instructions should be issued with tact and an effort made to explain their purpose so as to create a sense of responsibility. It should be explained to the worker how his job fits into the whole organisation and he should be made to feel that he is being depended on not to let the team down.

He should avoid embittering people by reporting every little pettifogging complaint where more good can be done by checking the fault on the spot in a friendly way.

He should be approachable and understanding and encourage suggestions. Workers, though inexperienced, can sometimes contribute valuable suggestions by virtue of the freshness of their outlook on the job.

Above all, he should practise what he preaches and show a co-operative attitude in all his actions. The habit of blaming the other shift or passing his troubles on is noted and copied by the workers.



#### 4. PLANNING AND CO-OPERATION

It may be said that the foreman's function is to oil the wheels of production and keep labour and machines moving sweetly together. He must co-ordinate and deal with Men, Machines, Materials and in this connection the following points are worth noting:-

- (1) He should never take the short cut of doing a job himself. His duties are to direct other people to do the work, to see that skilled operatives are used to the best advantage, and to teach and instruct the unskilled.
- (2) He must balance the various units under his control so as to maintain an even flow of products, avoiding slackness at one place or time and undue pressure on men and machines at another.
- (3) So that a temporary breakdown or other fluctuation does not hold up the main flow of production, buffer stocks are often kept at various stages of manufacture. This makes it all the more necessary for foremen of different sections, or of different parts of one section, to keep each other informed regarding the present and future position of their stocks and to plan their work accordingly.
- (4) Co-operation with the other shifts is important. A foreman should leave the work as he would find it. He should always contact his opposite number when coming on duty and when going off duty so that difficulties can be discussed and the change-over made as smooth as possible.
- (5) The importance of an even flow of production throughout a factory can not be overstressed. Excessive strain on plant and workers takes its toll in increased maintenance, illness and absenteeism. Slowing down of operations means plant working inefficiently and has a bad moral effect on the workers and once work has stopped or slowed down it is difficult to re-establish the rhythm of normal production. A record output from one section is useless if the others cannot keep pace. On the other hand a poor section will drag the factory down to its own level.

It is in the common interest for foremen to co-operate with their opposite members by helping out with labour, materials and equipment. They must not be selfish in the matter of drawing on stores and must co-operate with other shifts and departments in the allocation of equipment. Selfish grabbing is harmful since one's gain is always another's loss. Healthy rivalry is valuable, but it must be kept within bounds, and quality, efficiency and safety must be taken into account as well as quantity.

#### 5. TREATMENT OF NEW ENTRANTS

It is during the initial period of a worker's career that there is laid down the attitude to the work, management and factory and the various reactions and habits which will shape and control the progress and efficiency of the worker. The treatment of New Entrants and how best they may be controlled and developed is therefore a subject which is of importance to all. It is a problem which will always be with us since a factory needs a continual flow of new workers to replace those who leave, and in addition there are transfers of workers from other sections, who in some respects must be considered in the same category as new entrants.

New entrants to the factory should go through a short induction course where they are given full information regarding the conditions of work in the factory. The course is designed to allay initial confusion and nervousness, to create a good impression of the factory and the people who work in it, and to start off the new entrants along the correct lines.

When the new entrant is turned over to production, it is the foreman's duty to carry on the work of training. He should remember his own first experience of factory life with all its confusion and bewilderment and always be prepared to extend a helping hand to the new entrant who is probably excited and nervous, and may be timid or may mask nervousness by being aggressive. In either case the new entrant is much more willing to follow the foreman's lead and obey his instructions than he would imagine or the worker would admit.

The training of the new entrant really starts when he reaches his section for it is there that he must be modelled into an efficient worker. Remember that a good craftsman can produce a good article even from poor material and the type of worker he creates is a reflection, good or otherwise, of a foreman's ability. Therefore he should aim at perfection and have a clear idea of the qualities that go to make a perfect worker. He will be punctual, efficient, conscientious, reliable, tidy and co-operative. These qualities are best instilled in the worker by leadership, especially in the form of example. He is going to follow the example of those around him and particularly of those to whom he is responsible. The foreman should see to it that the worker gets a good model from which to copy and be conspicuous in showing the qualities which he would like the worker to acquire.



Failure to harness the energy and enthusiasm of the new worker accounts for much wastage of labour and this will happen if:-

- (1) he is under the wrong type of chargehand or is a square peg in a round hole. When temperaments clash or someone is obviously unsuited to a job, the worker should be moved.
- (2) he is not given the proper training. How best to train the new entrant will vary according to circumstances but one point is common to all methods - he must be interested in the job. He should not be discouraged by training him on the worst machine with the worst material and equipment: he is worthy of a trial under normal working conditions.
- (3) he is not welcomed and made to feel at home. The new entrant is not to be treated as a nuisance, a necessary evil that the foreman has to take in hand only because he is paid to do so. In the case of transfers all possible arrangements should be made for the entrant's reception and that the change-over is made as easy as possible. Otherwise a bad impression is created and the workers are made to feel that neither they nor their effort mean anything.
- (4) he is not promoted when he knows he merits it. A foreman should not be selfish about losing a good worker by promotion if it is for the good of the factory. People work better when they know that he will not stand in their way when there is a chance to get on.

All these points are of importance and to disregard them leads to slackness, loss of interest and absenteeism. To train the new entrant successfully the foreman must have a thorough knowledge of the job plus the ability, the patience, and the interest to pass on that knowledge and to persevere until right methods are established as habits. Praise should be given with genuine pleasure and blame with restraint. The foreman should be constructive in criticism and patient with the slow starter. A backward worker may prove the most dependable when properly trained.

If a foreman can help a new worker in anyway, no matter who they are or to which section they belong, he should do so. First impressions are effective and often lasting. The good craftsman doesn't blame the tools or the material but utilises both to the limit of their capacity.

## 6. DISCIPLINARY ACTION

Most of the people employed in a factory go there to do their day's work according to the rules laid down. They occasionally make mistakes but can usually be suitably reprimanded by their foreman in the case of minor mistakes or by a senior official in the case of the more important misdemeanours. There are people, however, who are careless and do not intend to work or to obey instructions and such people have to be dealt with by more effective means.

In the case of major misdemeanours for which disciplinary action is recommended, the following points should be observed. Action must be

- (a) prompt. The need to deal with offences promptly cannot be over-emphasised. To allow a day or more to elapse before putting a case forward for sentence is neither fair to the worker nor conducive to efficiency or good discipline.
- (b) just. Cases have occurred where members of the staff refused to see workers or to listen to appeals. There are two sides to most stories and the worker must always get a fair hearing and a fair deal.
- (c) standardised. It is only fair that similar offences should receive similar sentences and this could not be guaranteed if each section dealt with its own infringements. Therefore these must be reported and sentenced by a single authority who can deal with all cases.

One of the principles on which the law is administered in this country is that one is innocent until he has been proven guilty: one always has an opportunity to state one's case freely and fully and in serious cases an advocate is provided to conduct one's defence. In industry to-day this principle is generally followed.

### Reporting of Offences

An offence report form should always be used so that correct procedure can be followed and accurate records kept. All relevant matters should be attached to the form.

The person observing an offence should fill up an infringement form, giving a clear and definite statement and stating the factory rule or rules broken. This is done not only for the



benefit of those who deal with the report, but also that the offender may know the precise charge brought against him. The form is passed to the appropriate official who will read over the charge to the offender and report on the form his recommendations for action. The file should then be sent to the advocate provided who will interview the worker, and his statement to the file, and pass it to the proper authority for sentence.

#### Dealing with Offenders

In general, a worker who has committed an offence should be allowed to continue work until his case has been dealt with. It is essential that workers obey without hesitation the orders of their supervisors and, although representations can be made to superior authority about grievances with regard to any order, in the first instance the order must be obeyed. Therefore a worker who refuses to obey an instruction should not be allowed to continue at work but should be told to report to the official in charge of the section at the time. Should the worker persist in his attitude, he must be sent home and a report of the incident must be made out, forwarded, and dealt with within 24 hours.

When a case has been dealt with, the sentence must be carried out without delay and a proper record of it kept for future use. When the decision is being communicated to the worker, it must be made clear to what infringement the decision applies and any appeal must be made at once.

#### Right of Appeal

(a) To Factory Officials. In cases of suspension a worker may appeal only if fresh evidence is produced and submitted in writing by the worker or the official interviewing the worker. The suspension is postponed pending consideration of the appeal.

(b) Under the Essential Work Orders. Appeals against suspension or dismissal can be made to the Local Appeals Board by sending the appeal in writing to the National Service Officer at the Local Employment Exchange.

The powers of the management in the matter of disciplinary action are limited by the Essential Work Orders, a fact which should be appreciated when penalties seem lighter than the offences warrant. Also the worker has the right of appeal against any penalty and therefore all charges made must be definite and capable of substantiation.

37484-1

12

### 7. THE USE OF WORDS - PRAISE AND BLAME

The ability to make full and proper use of words is one of the most important qualifications of a good foreman. Most of us take speech too much for granted and fail to appreciate that it is a powerful weapon which can be used.

To obtain the best results workers must be led, not driven, and there are two means of leading workers along the correct lines - by force of good example and by judicious use of words.

In aiming at ideal factory organisation and 100% efficiency, the foreman needs, among other things, good working methods enforced by good discipline. It is in the establishment of good methods and good discipline that speech is most useful.

Good Methods. Speech is the easiest and quickest way of passing information and instructions to the workers. The foreman's instructions must be

- (1) Reasonable. What the worker is asked to do must be both possible and sensible.
- (2) Clear. Understandable by the slowest and least intelligent of the workers. If possible, the worker should be questioned to find if the instruction is understood.
- (3) Concise and Definite. Times, numbers, places, people should not be indicated vaguely but in clear-cut unmistakable terms.
- (4) Frank. A word of explanation to the worker creates a feeling of responsibility and team spirit, and hence greater efficiency.

#### Good Discipline

In the establishment of good discipline speech really amounts to praising or blaming in the right way. Praise and blame must be controlled and used with care and the following points should be remembered:-

#### Blame

- (1) The fault may be the foreman's: if so, he should admit it frankly. The man who never made a mistake never made anything.
- (2) The culprit should be given a chance to explain: there may be some reasonable explanation for his action.

37484-1

13



- (3) The purpose of blame is correction - to influence the future actions of the person concerned. The fault may be due to a bad habit, where continued correction is the only cure or the worker may be unsuitable for the job and a change advisable.
- (4) Blame should be given more in sorrow than in anger and never while in a temper. A very occasional outburst may serve its purpose but continued use robs this practice of any effect.
- (5) Blame should be proportionate to the fault. The worker becomes hardened to excessive blame or continued nagging.
- (6) It is unfair to descend on the worker at the wrong time, say at the end of a night shift or when he is sick.
- (7) A worker should not be blamed more than once for the same offence. This should be done by one person and one person only.
- (8) A worker should not be corrected or blamed in front of juniors in rank unless the offence is one which cannot be condoned. A worker may be corrected in public but a dressing down should be administered in private.
- (9) The worker should not be left depressed after correction.

#### Praise

- (1) If a worker is not praised when he merits it, he will lose interest in improvement.
  - (2) Praise should be given with enthusiasm, at the same time mentioning points which could be improved.
  - (3) Praise should never be given where none is due or it becomes valueless. The worker will either think the foreman knows little about the job or become suspicious of his motives.
  - (4) Praise should be impersonal and not given just because the foreman is in a good mood.
  - (5) Praise should be justly divided but, at the same time, suited to the temperament of the worker. Some can do with a lot of praise: with others a little goes to their head. To that extent discrimination between workers is necessary.
- Finally, there is much more to speech than what is actually said. The way things are said is just as important and a little thought before speaking may make it possible to put unpleasant facts in a way which does not offend or cause friction. Common sense and consideration applied to the technique of speech will certainly make the foreman's work easier and more efficient.

#### 8. INTERVIEWING

Foremen should encourage their workers to consult them: the idea that such interviews are a nuisance and a waste of time is a great mistake. A worker seeking an interview wants something: to send that person away unsatisfied and possibly with the feeling that he has not had a fair hearing may cause much trouble and loss of time. The foreman who is ready and willing to receive and to advise fairly, builds up between the workers and himself a sense of confidence which is invaluable.

Workers seeking interview will generally conform to one of five types:-

- (1) The hesitant and afraid, who must be encouraged.
  - (2) The straight-forward man-to-man, who will respond to straight talking.
  - (3) The doleful and miserable, who must be cheered up.
  - (4) The angry and excited, who must be dealt with calmly.
  - (5) The insolent, who must be treated quietly but firmly.
- In carrying through an interview the foreman should
- (1) make the worker welcome.
  - (2) be courteous.
  - (3) give his full attention.
  - (4) be controlled and patient.
  - (5) do something about it.

When he has heard the worker's statement the foreman should

- (1) give an answer at once.
- (2) explain that the query should go to another quarter. Give the reason for this and the best time to see the other person.
- (3) Regret being unable to give an immediate answer, promise to obtain one, and do so in a reasonable time. He should not pretend to knowledge or authority he does not possess nor dissuade a worker from approaching higher authority.

In the main there are five reasons why a worker consults his foreman. These are

- (1) To give an explanation. If this cannot be accepted then the matter, clearly and correctly stated, must be referred to other authority.
- (2) To tender an apology. No one enjoys making an apology and it takes courage and resolution to do so. Therefore the apology should be accepted with sympathy and generous understanding.



(3) To ask a question. Routine questions on work, regulations, filling of forms etc., are easily handled. Personal problems should be referred to the Labour Officer.

(4) To make a suggestion. Suggestions should be encouraged however foolish they may seem. They are a valuable outlet for expression and a sign of thought and of interest in the job. The worker should feel that his idea gets serious consideration, that, if worth-while, it is put forward, and that full measure of credit is given where due.

(5) To make a complaint. (a) Wages complaints are very important and must be given every care and attention. The foreman should therefore know all the regulations regarding wage payments and the persons to whom the dissatisfied should apply for further information.

(b) Work too heavy, unsuitable, etc. The worker should be sent to the factory medical officer for report. Worry or overwork at home may be the cause and a discussion may lead to a remedy. Cases of bad feeling between work-mates or between worker and foreman must be sifted carefully from both sides before a decision is given.

The foreman may be able to deal with many of the complaints on these and similar points but he should inform himself of the proper person to apply to if he is unable to settle it himself.

It is advisable to keep note of all interviews, to enter against them the final outcome, and not be satisfied till each has been brought to a definite issue. This is a useful guide for future occasions.

The importance of good interviewing cannot be over-emphasised. It is a vital and necessary part of the job. A foreman is not expected to know everything but there is expert knowledge always available for the asking.

## 9. INSPECTION

Proper supervision requires regular and thorough inspection of everything and everybody under the foreman's control.

Inspection of any kind is a skilled job, requiring a great deal of thought and training, and, although the work going on in different sections varies greatly and the things to be inspected differ accordingly, certain general rules can be laid down for any case of inspection.

Just as a doctor, an artist, or a lecturer would each notice very different things in the same face - the things they had been trained to observe - so a foreman sees in a building what he has been trained to look for. Therefore it is worth while giving some thought to the subject of inspection - what has to be inspected, what tools there are for the job, the reasons for inspection how it should be carried out - in order that the foreman may train himself to a point where routine inspection becomes automatic and second nature.

### What is to be inspected

(1) Materials. Raw materials, intermediate and final products. The inflow of materials from the shops.

(2) Equipment. The cleanliness, lighting, heating of the workshop, the lay-out, the performance of the machines, the need for repairs, the state of safety devices, the supply of necessary stores available, the tools being used.

(3) Workers. Are they doing a fair day's work and is the work satisfactory. Are they obeying rules? Is each suited to his job? Is the team as a whole contented and working smoothly?

### Why inspection is done

To ensure that everything under the foreman's control is kept up to a certain standard. The materials produced must comply with certain specifications. Buildings must be kept to a standard which assures the maximum amount possible of safety and comfort for the workers. Quality and quantity of output are dependent on the state of the machinery and plant. Workers must be kept to a standard which represents their most efficient effort.



What is not inspected by the foreman is neglected by the worker. The things for which he shows little concern or interest will receive little care or attention from those under his control, and the lower standard thus established will soon be accepted by the worker as the recognised standard, an idea which is very difficult to remove.

#### How inspection should be done

This should be according to a well thought-out routine. Haphazard inspection means waste of time and things overlooked:- systematic inspection saves time and allows of more ground being covered more thoroughly. Ears, nose and touch as well as eyes, can and should be trained to help in inspection. Working in a systematic way it will be found that, with practice, one can take in the whole scene of a shop very rapidly and that anything wrong will leap to notice at once.

A routine becomes a sort of conscience to the foreman and reminds him of anything he has neglected to do. It should be revised occasionally in the light of experience and carried out so that the foreman does not always arrive at the same point at the same time.

#### Results of Inspection

Where a fault is found immediate steps should be taken to have it put right. An attempt should be made to get to the root of the trouble so as to prevent its recurrence.

### 10. THE PLACE OF THE CHARGEHAND

The chargehand is an important person in the functioning of a factory organisation and the success or failure of the foreman will largely depend on the extent to which he enlists the loyalty and support of the chargehand and can persuade him to assist in applying supervision and instruction to the worker.

The chargehand is the last channel through which the policy of the management (i.e. rules, instructions, methods) is transmitted to the worker and should there be a weakness at this stage the efficiency of the factory will be impaired, no matter how efficient the other supervisory grades may be. It is part of the foreman's job to see that chargehands carry out their duties and instructions but it is not possible to stand over them at all times. Therefore a dependable chargehand who will carry on the job efficiently in the absence of the foreman is a definite asset.

The question of promotion to chargehand rank is important and foremen should be constantly on the look-out for potential chargehands. A small private record of any such person with details of his production, attendance, cleanliness, reaction to discipline, etc., is very useful since, when the question of promotion arises, the foreman is in a position to make suggestions and give reasons for his choice.

The worker with the best output does not always make the best chargehand. The potential chargehand must know all the details of his job thoroughly and the workers will respect him more if he shows he can do the job better than they can. Other points must be considered when promotions are being made. Is the potential chargehand honest, conscientious, keen on the job, orderly in his work? Has he a neat appearance, a firm and efficient manner, sufficient courage to carry out the job and above all, sufficient personality to win the confidence and respect of a team of workers?

The successful development of the chargehand depends to a great extent on his immediate foreman whose example he will follow in methods of management and discipline. When newly promoted he requires careful treatment, and unobtrusive help until he finds his feet and becomes more sure of his position. Then he must be encouraged to take his own share of responsibility and to develop his own judgment and initiative in making decisions for himself. He has a definite role to play in



management and is not there simply as a target for abuse when things go wrong.

He should be encouraged to establish, maintain, and take a pride in his position as a supervisor and to do a chargehand's job. There is a tendency in promoted people to carry on the duties of their old grade - it is much easier to do this - and the chargehand who continually does the ordinary worker's job is taking the easy way out by doing the things he knows well and is shirking the duties and responsibilities of his rank.

Above all he should be interested in the job and ready to give a lead to the workers in attention to rules, instructions, cleanliness, neatness.

The chargehand is the first channel through which the problems, grievances, and difficulties of the worker are transmitted to the management. He is closely in contact with the workers and knows something of their natures, strong and weak points, and probably also of their private problems which so often have a bearing on working efficiency. Therefore, not only is he a useful person to consult when labour difficulties arise, but attention must be paid to any problem which he thinks important enough to bring to notice.

The chargehand must be given his place. He should be consulted whenever possible and made to feel that his opinion counts for something, as indeed it should if he has taken his job to heart. He should be given his full share of responsibility, but in doing so these two points should be remembered:-

- (1) His actions must receive due backing and support.
- (2) Any mistakes he may make will be better remedied by a little encouragement and some concrete assistance, than by a rain of recrimination.

#### 11. HABITS AND RAISING THE STANDARD

In any factory the management lay down the rules of conduct and each member of the management must take his proper share in leading the workers along the correct lines and in developing in them the urge to do better so that the standard of the factory may be raised in every direction - more skill, better output, less waste, better conditions, etc. It is not an easy task nor is it one that will ever finish. The foreman must try to get away from the attitude "I am doing my best and no-one can do any more" and substitute for it "I am doing the best I know at the moment. How can I do better?"

Many things hinder improvement in ourselves and others - lack of knowledge, laziness, indifference. Other things may be a help or hindrance, e.g. the use of speech, the formation of habits.

A habit is something which our body or our brain has become so accustomed to doing that its performance requires very little conscious effort. Habits exert considerable influence over our actions and can be extremely useful to us if cultivated in the right way. Most of our daily routine, like dressing or coming to work, is done by habit and so our minds and energies are left free to concentrate on things beyond the every-day routine. So that good habits make our lives easier for us and so, also, in the factory, they make our work easier, safer, and more efficient. The foreman must strive to create good working habits in the workers and to establish that habitually correct attitude to the work which is seen among experienced workers in long established concerns, an attitude which makes it seem strange to depart from the correct methods.

In many cases the wrong way of doing anything seems easier than the right, bad habits are easily formed and the initial effort required to establish good habits is great. They are only instilled by patience and perseverance - constant telling, constant supervision, constant example.

Supervision is important in habit formation. The sight of a foreman will remind the workers of the correct method and stimulate them to use it. The worker must see him often enough and will form the right habits. This is difficult on sections where work is carried on in isolated shut-in buildings and emphasises the fact that a well thought-out routine is invaluable in giving maximum supervision.



Example and habit formation go hand in hand. The foreman is under constant observation from the worker and all his actions are watched, noted and copied. He must consider how good habits can help him to set a good example. If he makes a habit of always being cheerful, of keeping strictly to rules, regulations, methods, of punctuality, of careful inspection, of neatness and tidiness, then his lead to the worker becomes automatic - the right action comes naturally to him, that is to say, by training himself to good habits he trains the workers to these also, since habits are acquired by conscious or unconscious imitations.

It is easy to talk about raising the standard and improving the habits of workers but it needs character and determination. Once done, however, the effort will be repaid a thousandfold in increased efficiency and ease of supervision. Also the foreman will have used the power and responsibility he has been given to transform an inexperienced worker into an efficient, reliable citizen capable of taking his place in the world.

## 12. MORAL PROBLEMS AND THE LAW

Not only will the factory run more smoothly but foremen are individually safeguarded if they have the knowledge necessary to handle difficult situations and avoid unpleasant legal consequences. Actions for slander, libel, or assault are purely personal matters and the factory is not responsible for paying damages incurred in any such action.

The personnel of a large factory includes all types of people. It is, in fact, a cross section of the whole community and there are always a few persons who will create awkward problems through wickedness, stupidity, or thoughtlessness, especially where workers have little knowledge of industrial life. The born mischief-maker, the grouser, and the genuinely malicious must be watched. Provocations to envy, spitefulness or suspicion should be avoided by tactful, straightforward, and unbiased handling of all matters. All stories which may cast doubts on the honesty or morality of any worker should be nipped in the bud, they create an atmosphere of ill-feeling which is not conducive to good production.

The State recognises this tendency to harmful gossip and how it can injure a person's reputation, social life, and prospects of advancement, and laws have been made to protect the individual.

If one makes public statements about the reputation of a man or woman which can be proved to have done the individual harm then one has committed slander (if the statements were verbal) or libel (if the statements were written) and is liable for damages.

The Law of Assault protects people from physical interference and the foreman must be self-controlled and never touch anyone, no matter how great the provocation. The mere laying of hands on a person, even although no hurt or damage is inflicted, may render one liable.

### Expert advice

One advantage of a large organisation is that it is made up of a series of departments each specialising in one field of activity and thus there are available people who are qualified to handle or give advice about any problem which may arise. These departments are there to be referred to in time of need and full use should be made of them. For example, the Labour Officer is useful if a worker is reported as suffering from an infectious disease or from body vermin, or if accusations are



made of immoral relations between workers. No attempt should be made to discuss the matter with the persons concerned but the information should be passed to the Labour Officer whose job it is to handle these matters through the correct channels.

Requests for information about workers by letter, phone or personal call

The workers in a factory are free citizens and therefore have the right to lead their own private lives and to direct their own private affairs without interference. Foremen should be very circumspect about giving away information about their workers on demand. The apparently neglected parent or husband, or the self-styled friend can put up a very good case but the worker concerned should be consulted before any information is given. The best person to do this is the Labour Officer.

Much can be done to eliminate ill-feeling and unpleasantness by

- (1) Supervision organised to keep temptation out of the worker's way.
- (2) Tactful and fair dealing which forestalls jealousy and gossip.
- (3) Checking immediately any irregularity which occurs.
- (4) Fostering a spirit of sympathy and tolerance for anyone who is making a fresh start after a slip up.

13. INDUSTRIAL LAW

The Industrial Revolution saw the development of large factories, particularly in the north of England, and the employment of labour in bulk. It was to modify or prevent the inhuman conditions and brutal treatment to which these workers were subjected that industrial law came into being. The first factory act, which limited working hours and improved living conditions for apprentices, was passed in 1802 and since that time many enactments have been passed, all being directed in one way or another to improving working conditions especially in regard to safety and welfare of workers. The progress and achievements of factory law can be seen in many points, e.g. the raising by stages of the age at which children might be employed to 14 in 1920; the gradual change from two hours education daily in 1833 to full-time education up to the age of 14 in 1920; the rise of welfare and health services; the study and prevention of industrial diseases; the special regulations for dangerous trades; the safeguarding of the worker from accidents; the extension of industrial law to most types of workers.

In 1878 and again in 1901 comprehensive Factory and Workshop Acts were passed which regularised all factory law up to date, but in 1937 the need for consolidation had again become overdue and the Factories Act, 1937, was passed.

This Act, which is likely to be the basis of our factory law for some time to come, came into force in July 1938, and applies to all of Great Britain. It consolidated the piecemeal legislation which had been accumulating since 1901, repealed a large number of previous acts, restated others which are still in force, and introduced extensive amendments which were the result of long experience acquired by the Home Office in administering the Act of 1901, of enquiries by committees into various aspects of industrial regulation, of researches carried out by manufacturers and scientific bodies, and of discussion between representatives of employers and employees. Industrial law is therefore revised in conformity with modern standards and conditions and greatly improved arrangements are provided for securing the safety, health, and welfare of workers.

The Act is much wider in scope than its predecessors, being specifically applied to various trades which might be regarded as falling outside the general definition, and a vital part of it



is that it confers on the Home Secretary the widest possible powers to grant exceptions, and to make rules, regulations and orders.

The Act is drawn up in 14 parts and 160 sections and foremen should make themselves familiar with its main provisions. The following parts should receive special attention:-

- Part 1 - General Provisions for Health.
- Part 2 - General Provisions for Safety.
- Part 3 - General Provisions for Welfare.
- Part 4 - Special Provisions for Health, Safety and Welfare.
- Part 6 - Employment of Women and Young Persons.

The Administration of the Act, dealt with in Part 11, falls mainly on the factory Inspectorate, although local authorities and Medical Officers of Health have certain responsibilities. Full-time Factory Inspectors were first appointed in 1833 and their number has gradually increased until just prior to the war, some 280 were employed, a number of whom were women. There are medical, electrical, and engineering inspectors who study special conditions. Factory Inspectors are now regarded more and more as a source of information, advice and assistance to any industry which is in difficulties. The responsibility for knowing and carrying out the law, however, always rests with the occupier.

Part 12 of the Act deals with Offences, Penalties and Legal Proceedings. Section 130 (5) is of particular interest to foremen since it states that the responsible official, as well as the company, shall be liable for any offence under the Act. It is very doubtful whether the company can legally reimburse the individual for any fines incurred in such a case.

The worker also has a definite responsibility under the Act as stated in Part 10, Section 119. To hold the worker liable is a new departure in industrial law and is of interest and importance since it raises the question, not only of a fine, but also of the right to compensation in the case of injury.

The attention of foremen is also drawn to the Chemical Works Regulations (1922) and to the Workmen's Compensation Acts, 1925-31.

#### 14. MAINTENANCE AND SERVICES

While the production department is responsible for the operation of plant it is the duty of the engineering department to see that the property and plant are maintained in a fit condition for operation. Obviously it is only by the closest co-operation between the two departments that satisfactory manufacturing conditions can be attained and maintained. This applies very definitely to the respective foremen who can each do much to render his opposite number's job easier or more difficult according to whether he is prepared to co-operate or otherwise.

The production foreman is responsible for the condition of his buildings and plant. He must see that his plant is treated properly by his workers and that undue wear and tear through harsh or careless treatment is avoided. He should consult the maintenance staff as soon as anything goes wrong and not try to carry on to what he considers a convenient time such as the end of the shift or the week. Even if there are reasons why he should endeavour to keep the plant running for some time longer before stopping it for repair, he should take the advice of his maintenance colleague before making a decision.

The maintenance foreman must make regular inspections of the plant for the maintenance of which he is responsible and see that all defects are put right promptly and efficiently.

Maintenance and production foremen should keep in close personal touch and each should endeavour to learn and understand the others problems. Only in this way will they attain the smooth working conditions which are essential for efficient operation.

The engineering department is also responsible for the supply of services - water, steam, power - and this can only be done efficiently if all concerned co-operate. A running water tap or a steam leak may be minor matters individually but taken in the mass may amount to a considerable loss.

It is the foreman's duty to see that all services in the buildings and plant for which he is responsible are used efficiently and that his workers realise the importance of this matter. He should report immediately any steam leak or any other defect involving a loss of water, steam or power in his section and see that the defect is remedied promptly.

In addition to the actual services themselves it is important to remember that the production and distribution of these services consume fuel and therefore waste of services means also waste of fuel.



Of the many types of wastage the most obvious and yet the most prevalent is waste of materials. Compared with the total amounts handled, the amounts dropped or spilled seem small and of little importance, and so droppage and spillage gradually become mechanical and accepted as a matter of course. One is too ready to consider these losses individually instead of the cumulative effect of thousands of them occurring shift after shift, which over a period represents a serious loss of material.

It is one of the foreman's most important duties to see that his materials are used with the maximum efficiency. He must bring home to his workers the necessity of carrying out their work so as to avoid spillage or waste of materials. This will be the more easily attained if the foreman has thoroughly inculcated in his workers a proper appreciation of tidiness and cleanliness in their work.

Waste of labour can be a source of very serious loss and it is often not very evident. A few minutes lost at the beginning or end of a shift or at a meal time seems trifling but in the aggregate can be considerable. The foreman must be alive to the possible sources of waste time which could be avoided by proper organisation of the work. He must plan his work so that one group of workers is not standing idle while another has too much to do. This applies not only to his own workers but he must keep in contact with the foremen in the preceding and succeeding stages of the process so as to maintain an even flow throughout.

The foreman should study the disposition of his plant and tools to see whether any alteration can be made which would save time or make work proceed more smoothly.

He should also study the motions performed by his workers in carrying out their work with a view to eliminating any unnecessary motions.

Waste of services and fuel have been referred to in the preceding section.

Very serious losses can be caused by waste of stores; clothing, etc., and the foreman should give attention to the proper utilisation of these.

The Trade Unions have been for some years an established part of normal industrial relations. It is therefore desirable that foremen should understand how Trade Unions developed, how they function, and where they fit into the scheme of things.

Trade Unions arose to combat conditions resulting from the closure of the Common Lands and from the Industrial Revolution, although at that time the Combination Laws denied the worker the right to combine or "illegally conspire against their employers". In the textile industry wages were so low that workers had to work inhumanly long hours in order to survive and agricultural workers were even worse off. Six of these (the Tolpuddle Martyrs) were tried and sentenced to transportation in 1834 for forming a Trade Union but the subsequent outcry led to the repeal of the Combination Laws. Thereafter many Trade Unions were formed, although not all survived because of the difficulties put in their way. The Craft Unions were, however, sufficiently strong to continue their existence and slowly many beneficial changes, both industrial and social, were effected.

In 1848 Friendly Society benefits were introduced and a period of settled development followed. The first Trade Union Congress was held in 1868, and by 1871 Trade Unions were defined and given a certain measure of protection by law. From 1885 onwards unskilled workers started to organise this leading to the formation of General Trade Unions.

The next phase of development was to establish collective bargaining, designed to eliminate the anomalies arising from local settlements. Nothing substantial emerged, however, until the war of 1914-18, when, because of frequent stoppages of work, the Government appointed the Whitley Commission to advise upon "methods of securing permanent improvements of the relations between employers and workpeople". From its report arose a general form of collective bargaining adopted by the Government and by all progressive employers, and Whitley or Works Councils were set up. This gave Trade Unions a new social standing and revolutionised Trade Union methods.

Trade Union organisation grew up in response to economic and social needs felt by different bodies of workers. Their chief aim is to secure the best possible conditions of labour. To bring political pressure to bear on the many social changes which they advocate (e.g. Factory Laws, Compensation, Health and



Unemployment Insurance) the Trade Union Conference formed in 1900 a Parliamentary Committee known today as the Labour Party. In 1909 the "Osborn Judgment" made it illegal for Trade Unions to carry on political work but this judgment was revoked in 1913.

The Trade Unions have developed both national and international interests, the aim being to create parity in wages and living conditions all over the world. Another aim is to control industry in the interests of the community. What the future holds no one can forecast but it seems to be towards closer contact and a greater degree of collaboration with the Unions. Trade Unions are divided into two broad groups - the Crafts group interested in maintenance and services, and the General Labour group which caters for the majority of process workers.

To represent the Unions there have been appointed in many factories, with the approval of the management and the Trade Unions, shop stewards. This helps to overcome the difficulties of collaboration with foremen which are allied to large industrial concerns. The Labour Department acts as a liaison between Unions and Management and the Whitley or Works Council is the negotiating machine. There should be no difficulty in the foreman recognising the standing or status of the shop steward and common ground can be found in a joint effort for efficiency of production.

A shop steward is a person appointed by the Union to raise with his supervisor any question affecting the working conditions of his colleagues, and, at the same time, the foreman is able to raise with the shop steward any question of mal-practice which is retarding good relations and production.

It is recognised that the foreman has great responsibilities. He has to stand up to the orders of his superiors and make wise interpretations of orders, and see to it that his section and workers are operating efficiently. A shop steward, on the other hand, has also certain responsibilities in interpreting the demands and decisions taken by his Union members and in framing a case to put before his foreman or if necessary before higher authority. A realisation of the responsibilities of the other should be the basis on which relations between the two are established.

The foreman should remember that whatever his own personal feelings may be, the workers, generally speaking, regard their Union as the only protection they have while on the job. Their goodwill and confidence in the foreman will be greatly strengthened by an intelligent interest in and the ability to give helpful advice about Trade Union matters.

## 17. LABOUR DEPARTMENT

The Labour Department has become a necessary function in modern industry for the following reasons:-

(a) The increased size of industrial concerns with consequent increase in the distance between employer and employed. The Labour Department is designed to fill this gap and prevent relationships from becoming entirely impersonal.

(b) The increased attention given by modern firms to the human factor in industry. More and more workers are being regarded, not as pieces of machinery, but as human beings who have their own individual outlook, talents, capabilities, failings, problems, and emotions, and it is the work of the Labour Department to take full account of such factors and their effect on the smooth and efficient running of the organisation.

It is important, in the first instance, that an employer should have a good progressive policy and the Labour Department must assist in the formation and implementing of that policy. It is necessary to emphasise, however, that no matter how many beneficial schemes are instituted by employers (e.g. holidays with pay, sick clubs, etc.) the most important factor is the attitude and spirit which prevails in a factory between employer and employees, and this can only be right where employees are treated as human beings, with all that that implies. The most vital element in a factory is the human element, whether employed manually, clerically, administratively, or in any other sphere.

In a small factory, where direct contact between employer and all employees is possible, a Labour Department might not be necessary, although there should be a definite labour policy. In a large organisation there must be some specialisation of function, and, just as there are separate departments dealing with, say, payment of wages or the supply of materials, so there is a department to deal with labour matters. The Labour Department, then is responsible for advising generally on all matters affecting industrial relationships and for administrative duties relating to the employment, conditions of work, and well-being of industrial employees.

The main functions of the Labour Department can be briefly outlined as follows:-



Recruitment, Selection, Allocation of Workers - The Labour Department is responsible for the engagement of labour for the factory. All this labour must come through the Employment Exchanges and one of the chief functions of a Labour Department is the proper selection and allocation of new workers.

Release and Discharge of Labour - All applications for the release or discharge of employees pass through the Labour Department to ensure a fair and uniform standard of treatment as between one employee and another.

Personnel Records - To deal with employees on an individual basis there must be available an up-to-date record card in respect of each employee, giving his or her "industrial history". These records are of great value when any question affecting a worker arises.

Wages and Working Conditions - The Labour Department ensures that agreements with the various Trade Unions on matters of wages, working conditions, dilution, etc., are faithfully and fairly carried out, and that these are clearly known and understood by the management and workpeople concerned. These agreements are, on the whole, very favourable to employees generally but they have to take into account wide considerations of policy and may not always meet every local circumstance.

Trade Union Relationships - The Labour Department is the channel through which contacts are made between management and Trade Union organisers, and is in regular contact with the Unions interested in the factory. The core of Trade Union relationships, however, exists in the day-to-day contacts between foremen and shop stewards. Relations here must be maintained on a reasonable, friendly, and helpful basis on both sides, and questions and difficulties settled on the spot if at all possible. It is not always possible to forecast the effect of a seemingly trivial dispute which is mishandled.

Consultative Machinery - The Labour Department is closely concerned with the organisation and operation of all committees which present an opportunity to management and employees for discussion and the promotion of confidence,

understanding, and a sense of mutual responsibility towards the factory. These are, of course, the more formal avenues of consultation and are not intended to supplant in any way normal every-day contacts between management and employees.

Factory Amenities - It is an axiom of a good labour policy that the best practicable conditions of work should be provided. With this in view, the Labour Department is concerned with maintaining as high as possible a standard for such things as cloths changing, washing, hygiene, and general working conditions.

Factory Legislation - The Labour Department is responsible for information on legislation affecting employees and must advise the management and carry out certain duties in connection with this.

The Labour Department is, in the main, advisory and does not, in any way, cut across the proper functions of foremen. The day-to-day management of employees is carried out by foremen each of whom is himself a labour manager in the fullest sense of the word, and is vital in implementing and carrying out any labour policy. It is essential, therefore, that the Labour Department should not do anything to undermine the normal authority and discipline exercised by the managerial staff. Its work is rather to oil the wheels all round, to see that the labour policy is operated in the best interests of production and employees by advising and helping in day-to-day difficulties so that maximum output can be obtained with the minimum effort and friction and with proper regard to the genuine well-being of the employees.

There is no doubt that the successful handling of labour relationships involves the closest regard being paid to the individual worker, to ensure that he or she is treated in a thoroughly fair yet firm manner. To establish the smooth-running and unified organisation desired by all is not only a matter of goodwill and right direction, but also a matter of time, and foremen have an important part to play in fostering good relationships since, however progressive a labour policy may be on paper, it will fail in its purpose unless it is conveyed to the employee in a practical way by the management with whom he is in daily contact. It is the aim and the intention of the Labour Department to support and strengthen, in every way consistent with the established labour policy, the authority and position of foremen and, on the other hand, the Department looks to foremen for the fullest constructive help in carrying out that policy and so contributing to the efficient running of the factory.



## 18. CONSULTATIVE MACHINERY

Prior to the war of 1914-18, there was no approved method of consultation. Industry was guided by local or, at the most, district settlements, and negotiations were conducted directly between the employer and the Trade Union Official. There were shop stewards but they had little constitutional guidance and their method of approach to the employer was governed by the general industrial atmosphere of the time.

Trade Unions were growing in strength and were testing that strength a fact which led to many strikes and lock-outs. During the war 1914-18, when the war effort was being seriously impaired by these frequent stoppages, the Government appointed a Royal Commission, under Mr. Whitley, to investigate methods of avoiding recurring disputes. The recommendations of the Commission revolutionised industrial negotiating practice and included the setting up of Joint Committees in Government factories, and also for private industry.

### Joint Industrial Councils

In well organised industries there is a National Joint Industrial Council on which employers interested in the industry on the one hand and the Unions on the other are equally represented. This body is recognised as the national negotiating machine for the industry and its settlements, although not having the force of law, are usually honoured by all constituents.

There are also District or Regional Councils and Factory or Works Councils, the personnel in each case being similar to that of the national body.

### Trade Boards

In industries where such good organisation does not obtain and no means of organised expression exists, the Government has set up negotiating bodies known as Trade Boards, which meet periodically to determine wages and conditions of labour in these industries. These Boards are made up of representatives appointed by employers, employees, and the Minister of Labour, under an independent chairman. Their decisions carry the force of law and are generally in line with those of the Joint Industrial Councils.

## Whitley Committees

For Government factories there are National and Factory Whitley Committees and in industrial concerns Central and Works Councils which are used as negotiating bodies for almost every industrial aspect except wage rates and conditions of labour. These Committees are comprised of managerial representatives and of workers representatives nominated by the Unions.

### Conditions of Employment and National Arbitration Order, 1940

This Order makes the use of negotiating machinery compulsory and no strike or lock-out may take place until the machinery outlined in the Order has been exhausted.

Notice of an impending dispute must be reported to the Minister of Labour. If there is a negotiating machine in the industry in question, an effort must be made to reach settlement through that machine. Where there is no such machinery the Minister may refer the dispute to the National Arbitration Tribunal which is made up of five members, three appointed by the Minister, one representing management, and one representing workers. The question under dispute must be referred to the Tribunal by the Minister within twenty-one days. Strikes and lock-outs are prohibited unless disputes have been reported and have not been referred by the Minister for settlement within twenty-one days of the date on which they are reported.

The order deals with the observance by all employers of terms and conditions not less favourable than those obtaining in the industry in question and gives a statutory background to settlements reached by the voluntary negotiating machinery.

### Production Committees

Joint Production Consultative and Advisory Committees are a recent development. These committees are composed of managerial representatives appointed by the management and workers representatives appointed by the Unions interested, and are concerned with production problems. The workers' side is thus given a direct interest in the management of the factory, the common aim of all being to increase working efficiency.



In the actual day-to-day working of consultative machinery the normal procedure is that the worker with a grievance should relate it to the foreman. If no satisfaction is obtained the matter is then reported to the shop steward. The shop steward, if he thinks the complaint relevant, will raise the matter with the foreman, and, failing satisfaction, ask for a meeting with higher authority.

The goodwill of all concerned is essential, and the wise foreman is able either to do something to remedy the complaint, or to advise the shop steward as to the course to be followed. A balanced and understanding relationship between foremen and shop stewards will go far towards obtaining better discipline, efficiency, and conditions on the plant.

The Essential Work Order, 1941, (and amendments) was a war-time emergency measure introduced to protect production in vital centres of industry in the interests of the country while at war.

The Order was welcomed by the Trade Unions because it gave to the worker a guaranteed wage and security from summary dismissal, and because it was a step towards a more rational organisation of industry. The progressive employer also welcomed it because it guaranteed an even flow of production and provided machinery for clearing up labour difficulties.

The Essential Work Order will probably undergo modification in the light of experience but since it is truly democratic and gives increased protection to the State, to Industry, and to the individual employee, it is probable that it will continue to function in a modified form and all foremen should understand and appreciate its terms and its application.

The Order introduced a new official known as the National Service Officer, whose duty it is to see that the provisions of the Order are carried out. He is interested in three things.

#### 1. Termination of Employment

No employee can be discharged from or leave his employment without the consent, in writing, of the N.S.O. A special form is used by an employee seeking release, parts 1 and 2 being completed by the employee and part 3 by the employer. The form is then passed to the N.S.O. who has before him, therefore, both sides of the picture. He considers the case and gives a decision usually within 7 days. The same procedure is adopted when an employer seeks to discharge an employee.

Appeal against the N.S.O.'s decision is open to both employer and employee. Appeal must be lodged within 7 days of the N.S.O.'s decision to the Local Appeals Board which consists of a chairman, 2 representatives of the management, and 2 employees representatives. The Board has no executive authority and can only recommend to the N.S.O. with whom the final decision rests.

Termination of employment does not require the permission of the N.S.O. in the case of "serious misconduct". Any employee thus discharged can appeal to the N.S.O. to have his case heard by the Local Appeals Board. The Order does not define "serious misconduct" but almost every infringement of Factory Regulations and all classes of unseemly conduct may be so



classified. The infringement must, however, be a serious one.

Where an application is lodged for release or for discharge, one week's notice must be given by either party irrespective of when the N.S.O. gives his decision on the case. This does not apply to discharge for serious misconduct where it is desirable to get rid of the employee on the spot.

Should an employee be successful in his appeal against discharge for serious misconduct, he must be reinstated and is entitled to payment of wages for time lost due to the discharge.

## 2. Discipline

The N.S.O. is interested in the discipline of a factory since the Order provides disciplinary measures to be taken in cases where:-

- (a) An employee absents himself from work or persists in bad timekeeping without reasonable cause.
- (b) An employee refuses to obey a lawful and reasonable order.
- (c) Any negligent act of an employee hinders production.

In less serious cases of the above the N.S.O. gives warning that repetition of the offence will lead to prosecution and he can issue "directions" to the employee as to the times for which and the manner in which he should work. The employee can, however, appeal to the Local Appeals Board against these "directions". In more serious cases the N.S.O. can take immediate steps to prosecute. The machinery is cumbersome and slow but it is well to understand that action can be taken.

Absenteeism, as one of the most pressing problems, receives special attention. Absentee Sub-committees meeting weekly and consisting of a chairman 3 management representatives, and 3 employees' representatives, are set up under the Order. These bodies interview persistent, intermittent, or casual absentees, consider the circumstances in each case, and have power to recommend to the N.S.O. that prosecution action be taken against an employee. The Committees however, use this power guardedly and only make such a recommendation when the employee, following serious warning, shows no improvement in attendance at work. In connection with absenteeism it is well to remember that medical certificates misdirected or leave papers not properly filled in may mean trouble for innocent individuals.

The N.S.O. has also an indirect interest in internal disciplinary measures, i.e. discharge for serious misconduct and

suspension for breach of factory regulations or unseemly conduct. The Order limits the maximum period of suspension to 3 days and any employee suspended can appeal to the N.S.O. to have his case heard before the local Appeals Board. If an appeal is successful the employee is entitled to payment of wages for time lost due to the suspension in question.

## 3. Fair Play

While one of the main parts of the N.S.O.'s duty is to see that vital interests of industry are not hindered by the conduct of employees, he is in the same degree interested in the welfare of the employee. While he can initiate disciplinary action against an employee, he is also an officer to whom the employee who feels he has been harshly treated can appeal. The N.S.O. has a serious duty to perform and he must be satisfied, before he initiates any action that the facts submitted to him are just and relevant.



## 20. SAFETY

Unless all ranks in the factory are actively interested in safety and hygiene, no campaign to reduce accidents or improve working conditions can be successful. Instructions on safety must be issued down the various lines of command and since foremen are the last links in these chains, they must be very conscious of their responsibility in this respect. They must be aware of the hazards of process and plant, and they must instil in all workers a sense of safety-mindedness.

Especially in a large factory it is nowadays practically essential to have a Safety Officer.

The Safety Officer does not control safety nor does he issue instructions regarding it. He is an officer appointed to study safety, to advise on the prevention of accidents and unsafe working conditions, and to ensure that the factory is fulfilling its obligations under the Factories Act, 1937. It is his duty to inspect all plant and buildings and to report on their condition from a safety point of view. He is not intended to act as a spy and should have the full support and co-operation of all members of the management including, of course, the foremen. It is his duty to contact the appropriate officials to advise of unsafe practices, unprotected plant, bad housekeeping, etc., and he is available to be consulted at any time. He should not be regarded as an interfering nuisance but should be looked upon as a guide, philosopher, and friend, ready to advise on practices which might be jeopardising the safety of the plant or workers.

Accident prevention is of the greatest importance, not only in preventing loss of production but also in avoiding human suffering.

No accident is unavoidable and most are due to the inability of individuals to adjust their working habits to the hazards of their jobs. The chief means of reducing accidents are:-

(1) Training. It is most important that all workers are made thoroughly familiar with all the rules and methods which apply to their work and the safety devices which are installed for their benefit. This is part of the foreman's duty and he is responsible for ensuring that the worker does not need to have an accident to discover that a certain action is unsafe.

(2) Allocation of Workers. Many workers are physically or mentally incapable of carrying out certain operations with safety. Factors such as mental inability, sluggishness,

over-excitability, lack of strength or dexterity are important in the production of accidents and the foreman with the well-being of his work and workers at heart will keep a careful watch and allocate his team in the best interests of both safety and production. It must be realised also that many new workers are unaccustomed to factory life and will be nervous and uncertain at first. Time to settle down coupled with patient tactful handling will see them build up skill, confidence, and speed.

(3) Supervision. The importance of thorough supervision in accident prevention is obvious. No idle hands, no mischief, no accidents, presents one side of the picture. Checking of carelessness, unnecessary haste, short-cuts, and all unsafe practices presents the other. Rules and guards are of little value if the workers are not interested in safety, but where the foreman is a model of caution and accuracy, where he stimulates interest in accurate and tidy working, accidents are few.

Many accidents are the direct result of non-compliance with regulations, e.g. most gassing cases are due to failure to wear a respirator when fumes are known to be present: chemical burns to failure to wear gloves or goggles: trucking accidents to breaches of trucking regulations.

Finally the Factories Act 1937, imposes serious obligations on the management and all foremen should be acquainted with these obligations. The Safety Officer can advise on these matters and should be consulted before and not after a serious mishap. In connection with Section 119 of the Factories Act, 1937, Foremen should co-operate by

- (1) giving information re lifting tackle, ropes, ladders, etc.
  - (2) contacting the Safety Officer regarding danger spots on the plant or when in doubt about any safety measure.
  - (3) informing the Safety Officer immediately of any serious accident and giving all details on the accident report.
- Full details and prompt investigation may furnish information which can be used to prevent the recurrence of similar accidents.