PERSONNEL POLICIES
of the
KANSAS CITY STRUCTURAL STEEL COMPANY

by

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Instructor in charge.

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Head or Chairman of Dept.
Personnel Management has received more attention during the last quarter century than any previous period of our industrial development. The rapid industrial progress which the United States has experienced has placed employers and employees in an entirely new relationship. The emphasis placed on specialization in all fields of endeavor has demonstrated to industrial leaders that the proper methods of handling men is an important factor in production. James J. Whiteford, member of the American Society of Mechanical Engineers, has said, "There are five M's in manufacture, Money, Material, Machinery, Minutes and Men. Success does not depend upon the available quantity of all or of any one or more of these items, nor upon how well any one of them is organized to advantage, but success is dependent entirely upon the thoroughness with which all of these factors are co-ordinated". Personnel Management must be placed on a scientific basis if the entire organization is to run smoothly.

The problems of unemployment, lack of laborers, great losses due to inefficient workers and management of the labor, and the increasing demands placed upon the human element have been the important factors which have led to the increased interest in the personnel policies of our industrial organizations.

The purpose of this work is to present the per-
sonnel policies of the Kansas City Structural Steel Company of Kansas City, Kansas. The information given in this thesis has been accumulated through personal interviews with executives and employees of the Company.

I wish to express my appreciation to the Kansas City Structural Steel Company for the privilege of making the study. Special thanks are due to Mr. W. F. Chesley, cost engineer, to Mr. J. P. Cooper, secretary, and to Mr. N. G. Lilley, sales manager, for the time they so willingly gave me for the interviews.

I also wish to take this opportunity to express my sincere appreciation to Frank T. Stockton, Dean of the School of Business, of the University of Kansas, for the constructive criticisms and suggestions which he has given in the development of this study.
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Chapter I.
INTRODUCTION

The Kansas City Structural Steel Company was incorporated under the Missouri Corporation Law in 1907. The authorized capital at the time of organization was $500,000. Of this, $250,000 was issued in common stock, and $250,000 in preferred stock. The continued growth of the Company's business has made it necessary to increase the capital stock to $1,500,000, of which one-half is common stock and one-half is preferred.

H. A. Fitch was elected president, O. E. Smith, vice president and N. G. Lilley, secretary at the time of organization. Another executive officer was added in 1927. N. G. Lilley, who at that time was secretary and general auditor, was selected as the additional vice president. J. P. Cooper was advanced to secretary. At the present time T. H. McCurnin is head of the erection department, O. E. Smith is general superintendent, J. P. Cooper is head of the accounting department and N. G. Lilley is sales manager.

The Kansas City Structural Steel Company is located on the Santa Fe Railroad in Kansas City, Kansas. It was located on its present site when it was organized.

The Company owns twenty-seven acres of land adjoining the railroad right-of-way, on which it has
erected a number of buildings. The Administration Building is a two story brick structure located at Twenty-third Street and Metropolitan Avenue of Kansas City, Kansas. A one story building has been erected for the drafting, engineering and sales departments. This building is generally referred to as the Drafting or Engineering Building. A short distance from this building is the large Work Shop which consists of several large structures joined together.

There were a number of factors which led to the selection of this location. The nature of the business makes it necessary to have access to a varied labor supply and considerable space. Other important factors such as transportation facilities, raw materials, markets and financial connections were also considered in choosing the site.

The Kansas City Structural Steel Company maintains two Sales Agencies outside of Kansas City, Kansas. One Sales Agency is located at Denver, Colorado, and one at Tulsa, Oklahoma. Two men are employed in the one at Denver and four in the one at Tulsa.

The principal function of the Company is to furnish steel construction material. The work may be divided into three definite jobs, that of preparing the plans or blue prints, fabricating the material, and erecting the structure. In over one-half of the contracts re-
ceived, the Company furnishes the designs and material, and supervises the erection. The Company rarely furnishes the plans without supplying the material for the job.

Mr. Cooper informed the writer that the first order received was for a short four inch beam. The Company's first construction job was the erection of the Young Men's Christian Association Building in Kansas City, Missouri.

The erection of the Grand Canyon Bridge is among the Company's most outstanding achievements. The bridge connects Colorado and Arizona at a point which is 145 miles from any railroad station. Materials used in building the bridge were trucked this entire distance over poor and dangerous roads. The location was so far from any settlement that a camp had to be erected to accommodate the workers. No medical or telephone service was available within a radius of 75 miles.

The construction of this bridge required great engineering skill. The workers were compelled to build the structure from one side to the canyon only, because it was impossible to approach it from the other side. The bridge was built 480 feet above the water with a span of 616 feet, and a length of 833 feet. A total of 1200 tons of steel were used in the bridge structure.
The personnel organization of the Kansas City Structural Steel Company is de-centralized. The head of each department administers the personnel problems of his department. The size of the Company makes it possible for close co-operation between each department in handling the problems. It is a system which is characteristic of a great number of concerns who do not employ enough men to warrant the expense of a specialized personnel department.

In normal times the Kansas City Structural Steel Company employs approximately 600 people. No definite figure can be given, as the number varies a great deal according to the nature of the contracts received. It has already been mentioned that in a large per cent of its business it does not erect the structure for which it furnishes the plans and material. This makes the number of employees in the erection department vary considerably.

The workers may be classified into five major groups: namely, accounting, drafting, engineering and sales, shop, and erection. The schedule on the following page gives the average number employed in each of these major groups. The engineering and sales are handled as one department because the majority of the salesmen are engineers. A further division of the employees in the various departments is given in the Appendix.
Schedule showing the average number of employees in the major groups.

<table>
<thead>
<tr>
<th>Group</th>
<th>Average Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>26</td>
</tr>
<tr>
<td>Drafting</td>
<td>25</td>
</tr>
<tr>
<td>Engineering and Sales</td>
<td></td>
</tr>
<tr>
<td>Home Office</td>
<td>18</td>
</tr>
<tr>
<td>Denver Office</td>
<td>2</td>
</tr>
<tr>
<td>Tulsa Office</td>
<td>4</td>
</tr>
<tr>
<td>Erection</td>
<td>200</td>
</tr>
<tr>
<td>Shop</td>
<td>300</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>575</strong></td>
</tr>
</tbody>
</table>
Chapter II.
EMPLOYMENT

Supply

The Kansas City Structural Steel Company has had very little difficulty in securing enough workers. The personnel administrators have been successful in finding the sources of supply as well as maintaining a favorable standing among workers.

The labor supply is derived from a number of sources. The variety of jobs to be performed by the workers of the Company makes it necessary for the Company to get men from several lines of work. The chief sources are recommendations of new men by present employees, transients, applications by correspondence, technical schools, and one trade union.

At no time has the Company advertised for help in any newspaper, trade or technical journal, nor has it used bill-board posters, leaflets, or any other of the common methods of advertising employed by those needing additional workers. The Company has not resorted to any employment agency for help. Scouting for workers has not been resorted to since 1914 at which time the Company adopted the present method of training employees.

The shop employees are derived from two main sources: namely, recommendations from present employees and gate callers. The recommendations from employees
of the Company are made orally. Some of the skilled machinists are sometimes obtained through correspondence. At the present time there is no employee in the shop who has graduated from a technical school.

The drafting and engineering departments receive a large number of their supply from within the organization. Over fifty per cent of the present employees in these two departments have been promoted through the organization. The other sources of supply are technical schools, recommendations of present employees, correspondence and transients. The technical schools are the next greatest source of supply. When men are hired from technical schools, preference is given to the younger men and especially to those who have good scholastic records. The Company also desires men who have taken part in outside activities such as: athletics, forensics, and other group activities. Applicants from schools come in contact with the Company by calling at the office or through the placement bureaus of the school. The Company does not send an interviewer to any school to select future employees.

The Kansas City Structural Steel Company employs a number of students from technical schools during the summer. This gives the Company an opportunity to make selections for future permanent employees. The use of students during the summer months enables the Company
to take care of the labor shortage due to the number of employees who are away on their vacations.

The accounting department receives its supply in much the same manner as the drafting and engineering departments. About seventy per cent of those working in the accounting department at the present time have been promoted from some other department. Other sources of supply are recommendations from employees, transients, and schools. The majority of the workers in this department have had a high school education. A considerable number of them have taken training in night schools, or special training courses or have had previous office experience.

The sales department gets its labor supply mainly from the drafting or engineering departments. This is necessary because the nature of the product and services the Company sells demand that the salesman be an engineer, or at least acquainted with that field to some extent. In some cases it is desirable to employ someone who is a good salesman rather than an engineer. When such an individual is needed he is generally brought in from outside of the Company's present force.

The International Association of Bridge, Structural and Ornamental Iron Workers supplies the Kansas City Structural Steel Company with the men needed in the erection department. The Company, however, has the right
to refuse to accept any one who it feels is not satisfactory. It is seldom necessary to exercise this privilege. There have been only a few times when the union has not been able to furnish the desired number of men when the union does not have a sufficient number of skilled laborers, apprentices are permitted to work.

Each department maintains a waiting list which is resorted to when additional help is needed. These application blanks are filed in order of preference. When the list becomes too large, the least desirable applicants are weeded out. At present no names are being added to the waiting lists as no applicants are being interviewed. The Company feels that it has accumulated enough names on its waiting lists. It also plans to reinstate those who have been laid-off before hiring any new employees. The Company has not had any trouble in getting enough workers; therefore it feels that it would be a waste of time to interview all those calling on it for work. The present depression has caused a great increase in the number applying for work.

In no department of the Company is there any form of bonus offered the employees for recommending new employees. Mr. Chesley stated that the Company has no trouble in getting enough workers; therefore it would be entirely unnecessary to grant bonuses of that nature. However, the Company appreciates having employees make
recommendations. It has been found that employees are generally careful in selecting those whom they recommend. Relatives and friends are often recommended and thus the Company believes that to a certain degree it is doing the present employee a favor by considering those whom he recommends. In many cases it gives the worker company in traveling to and from work. If an automobile is used, which is often the case, there is a chance for the employees to share the transportation expenses, which results in an advantage for both parties. Recommendations from present employees have proved to be a very valuable means of securing laborers.

The Kansas City Structural Steel Company employs only a few foreigners. The Belgians have been found to be the most desirable of the foreigners who have been employed. They have been used in the shop and have proved to be very steady, hard workers, although they have not advanced to the more skilled positions as rapidly as Americans. When this report was made the company employed only two Mexicans, and they were the shop janitors. The Company employs no negroes. There are no religious limitations. Preference is given the farmer boys of the vicinity when hiring in the greatest number of cases.

The Company has made no agreement with any other steel company in regard to labor. There is no bidding
for men between the competing steel plants in Kansas City. The Kansas City Structural Steel Company prefers to train its own men and has therefore adopted a method whereby they train a large part of the employees. They do not give the man who already has a job preference over the man without work when selecting employees. "The grass always looks better across the river", was the statement made by one of the executives who was interviewed. The Company is just as willing to hire a man who is out of work as one who is employed, believing that he can be made into a profitable employee. It is believed that men who are already employed look for new jobs when there is little reason for them desiring a change.

**Interviewing.**

One of the difficult problems with which the employment manager has to deal, is interviewing. Every effort is made to make the applicant feel at ease. No matter how well acquainted he is with the requirements of the job, the interviewer realizes that unless he can gain the confidence of the prospective employee he will not obtain the information he is seeking. Occasionally it is found that the most steady worker leaves the poorest impression when interviewed because he lacks experience in seeking work. On the other hand, the worker
who stays on the job but a short time is sometimes able to leave an exaggerated impression because of the great number of interviews he has experienced.

Those doing the interviewing realize that it is necessary to be tactful in order to build up a good reputation with the labor supply. They attempt to give the unskilled laborer the same consideration that is shown the skilled applicant. Every contact with an applicant is considered an opportunity to develop the labor supply for the company. The particular applicant who is being interviewed may not be desired but he may have a friend or relative who later may be wanted in the organization. The Company's ability to employ the friend or relative may depend upon the impression left upon the applicant being interviewed.

Privacy is desired when interviewing. Even though it is necessary to interview the applicant in a general office, the interview is kept private by properly adjusting the surroundings. Those applying for work at the Kansas City Structural Steel Company are interviewed in one of the three offices. Men seeking employment in the shop are interviewed by the shop superintendent and the departmental foreman under whom he would be placed. This interview takes place in the shop office which is located inside the Work Shop. It is a typical shop office with several desks, filing cases and a
table placed in the center of the room. The secretary of the company and the chief auditor conduct the interview with those seeking work in the accounting department. This office is located in the Administration Building, and its location makes privacy possible. The draftsmen, engineers and salesmen are hired by the head of the respective departments which are located in the Engineering Building. A bench and a number of chairs are provided for those who may be waiting for an interview. The room has a large number of desks which are arranged in an orderly manner and the general atmosphere is one of efficiency. Exhibits featuring some of the projects of the Company are hanging on the wall. A number of bulletins announcing special entertainments that will take place in the city are located near the door.

There is no specific time for interviewing. Applicants are taken care of at the time they call. The majority of the applicants call in the mornings of the first few days of the week. This is natural as it is a custom of the employers to dismiss unneeded employees at the end of the week. At the present time no applicants are being interviewed. The reasons for not interviewing has already been stated in discussing the labor supply.

The Kansas City Structural Steel Company has made it one of their policies to be fair to those applying
for work. When the interviewer is certain the applicant will not fit into the organization he is not requested to fill in the application blank. No false encouragement is given when it is possible to avoid it. If the applicant is not qualified to become an employee he is told as soon as possible in a tactful manner that the Company cannot use him.

When there is need for more help in a department of a shop the foreman of that particular department notifies the shop superintendent, and informs him what particular work is to be done. If he agrees that additional help is needed, they resort to the waiting list or ask present employees to recommend some one for the job. No written requisitions are used by the foreman to notify the shop superintendent that additional help is needed. In the case of the other departments the head of the department resorts to the waiting list or asks for recommendation from the employees. The superintendent of erection notifies the head of the union when more men are needed in that department.

The Company requires each applicant to fill in an application blank if the applicant appears desirable. This application blank is divided into four parts: personal information, experience, family status and physical condition. Personal information includes: the name in full, age, address, birth-place and citizenship.
The experience section calls for the name, address, time spent with the last two employers, position held, supervisor, and reasons for leaving. The family status reveals whether the applicant is married or unmarried, the number of children, if any, whether he is the renter or owner of his residence. The physical inquiry asks if the applicant is in good health and the nature of any injury or rupture the applicant may have experienced. The application blanks are filed away in order of preference if there is no opening at the time.

During the interview an attempt is made to determine the character, capacity and training of the applicant. If a shop applicant appears to have any physical defect that might hinder him in working, he is given a physical examination. Good eyesight, especially, is essential for the majority of the jobs in the shop. The responses of the applicant at the time of the interview are used as an aid in judging his character and capacity.

The former employers listed by the applicants are used as references. The Company does not use a form letter for checking these, but they are generally verified by telephone. In the case of some who have been recommended by the employees of high standing the references given by the applicant are not used. The applicants who have just finished school generally have their credentials sent to the Company by the placement
bureau of the school from which they graduated.

Occasionally an applicant overstates some of his qualifications. If he has done so only to a small degree, it is not counted against him. This may simply show his eagerness to secure employment. If, however, false information is given, the applicant will not be hired regardless of his qualifications.

Although the application blank calls for the address of the applicant, no consideration is given to its distance from the plant. The Company leaves it to the individual to determine whether he lives too far from the plant to maintain a good attendance record. The address and phone number are obtained in order that the company may call in case of absence, accident or other reasons which may arise.

The employee's position is considered only temporary during the first two weeks. This is made known to him at the time of the interview. Each applicant is told at the time he is hired that he will be interviewed when he leaves the employment of the Company. The Company expects this interview to take place whether the employee is discharged, laid-off, or quits. The employee is not given his final pay check until he has been properly discharged.

The interviewer attempts to find the reasons for the separation at the time of the final interview. It is
realized that because of the employee's particular situation, it is not always possible to receive the correct information. This is especially true when the man is quitting. The Company feels, however, that this practice offers an opportunity to develop a better feeling between the Company and the leaving employee which is very essential in maintaining a good labor supply. It is also believed that such a practice tends to reduce turnover. Occasionally it is found at the time of the final interview that the worker can be retained by making some slight adjustment. It is often cheaper to make such adjustments than to employ a new man. When a worker leaves the employment of the Company to accept a more attractive position elsewhere his record is kept in the file. This is done because the Company may wish to re-employ him at a future date. Often the employee who has left the Kansas City Structural Steel Company uses it as a reference. The information in the file is therefore used to take care of inquiries as a matter of courtesy.

The Company has had very little trouble with false starters during the last few years. The employment managers have become more careful in making selection.

The Kansas City Structural Steel Company makes use of no strength, trade, or intelligence tests in selecting employees. The Company believes that the
present methods are adequate without the use of such devices.

Job Specification.

The Company has no written form of job specification. During the interview the applicant is told the general nature of the work and a number of the specific requirements. The duties and the responsibilities are explained to him. Shop applicants are told the hourly wage they will receive. Those applying for office positions, except those in the drafting department, are told that they will receive a definite monthly salary. All applicants are informed of the time of payment and the form in which the payment will be made. The applicant is told the total number of hours that each employee is expected to work during the week, the starting time, the quitting time, and also the length and time of the lunch period.

In selecting an office employee, his education, experience and character are particularly noted. In selecting the shop employee his physical fitness is given particular consideration, but experience, education and character are also important factors. No maximum or minimum age limit is set for office employees. The maximum age of a man who will be employed in the shop as forty-five years and the minimum is
eighteen years. There is, however, an exception in the case of those hired for rivet heating. Men as young as sixteen years have been hired for this particular work.

Some time ago the Company had a written form of job analysis drawn up for the accounting department, but it was decided that the size of the Company did not warrant the expenditure necessary to make this type of analysis of all the jobs. The Company may be justified in not using a written form of job analysis. Most of the men hiring have been with the Company since its organization, and they have worked at various jobs in the plant, so they are thoroughly acquainted with the qualifications necessary for each job. As these men are replaced it may be necessary to use some written form of job specification. If the Company continues to grow as it has in the past, the conditions in the labor market continue to change, it may be forced to use written job analysis when employing.

Induction.

The Company feels that the introduction of the employee to his work and its surroundings is important. The new employee is introduced to the other employees of the department in which he is to work by the head of the
department or the foreman. The one introducing the worker instructs him in the best methods of performing his duties. In the case of a shop employee the possibilities of accidents due to lack of experience and carelessness are pointed out very clearly. Men who have been transferred or promoted are merely given a few pointers by the foreman or head of the department.

The new shop employee is assigned a locker and a payroll number. He is shown the location of the three time clocks and instructed how to use them in recording his time. The foreman explains that a direct labor time sheet must be kept for each specific job performed. Time cards are used to record the time spent by the employee on each job. He is instructed to report back to the supervisor when the task is completed. In case no other contract job is available at the time, the employee is assigned some other duty against which to charge his time. The office employees are given payroll numbers and assigned private desks. Only those working in the drafting department are instructed to keep a time record on specific jobs.

All employees are encouraged to look the plant over, so as to get a general knowledge of the Company's general processes. An accountant is much more efficient if he understands the Company's general procedure of business.
Neither the written form nor the sponsor method of induction is used because the method of induction which is being used has been found satisfactory. The attitude of the old employees toward new ones coming into the organization has created no particular problem.

Follow-up.

When a new man has been hired and put to work it is a common practice for the foreman to check up on him after the first or second day of work. The time of the follow-up depends on the nature of the work. If the employee becomes a helper at a machine, the foreman talks to the machine operator privately after a few days to see how well the man is getting along on the new job. In certain cases the interview takes place in the presence of the employee, especially if the foreman has some particular thing he wishes to impress upon both the machine operator and the helper. In all the departments, except the shop, the head of the department does the follow-up work himself. This is possible because of the limited number of workers in each of the departments.

Regardless of who does the checking up, the purpose of it is not only to see how well or how poorly the man is performing his duties, but it is also to give him
additional information if necessary. On some jobs the worker can be given most of the information needed at the time of induction. There are other jobs which must be made clearer to the worker as he works. The amount of the follow-up work also varies with the experience and training the man has had before being placed on the particular job.

The employee is also questioned in regard to his work. The follow-up man attempts to find out if the worker is satisfied with his surroundings, such as his follow workmen, heat, light, ventilation and other factors. The emphasis placed on these factors will depend on the position being considered. It is on occasions like this that some of the plant policies are made known to the employees. This is essential as the Company has no printed material dealing with their practices in regard to vacation, holidays, training classes, promotion, insurance and other policies with which the employee should become acquainted.

The follow-up gives the interviewer a chance to check on his ability of selection and makes him better qualified to judge new applicants. It will add to the number of factors to be noted when employing, and consequently it will be more important for him to have a written form of job specification. Suggestions for improvement are often received from the worker during the follow-up. The company has no suggestion box system or
definite time for the employees to offer suggestions, and many good suggestions would undoubtedly not be received were it not for the follow-up system.

**Rating.**

A service record is maintained of each employee. The service card contains the employee's name, address, nationality, age, clock number, marital status, whether he is owner or renter, the date of employment, and at what position employed. It also gives the length and time of any previous employment with the Steel Company, and the name of the one by whom he was hired. The space for remarks on the card is used by the foreman or foremen under whose supervision he has worked. In the case of the office worker this space is filled in by the head of the department in which he has worked or is working.

A man's general ability to adapt himself to his work is one of the main factors in rating. The quality and quantity of the work performed is also considered. Other factors, such as discipline and general attitude, are borne in mind by the one rating an employee. No specific compensation is given for valuable suggestions by the worker but his rating is raised if he shows interest in making improvements. The attendance record of those working by the hour can easily be learned by resorting to the time card reports, and that of the office workers
can be judged by the head of the departments, due to
the small number of employees in each case. The attend-
ance record is not given a great deal of weight in
rating. Accident records are given considerable em-
phasis, especially when dealing with the shop employees
or the erection workers who are maintained as part of
the regular force. A complete report of every accident
is made by the accident inspector. The nature of the
business makes it practically impossible to carry on
a sales contest and in that way to rate the sales force.
No sales contests have been conducted.

The Company's policy of filling vacancies from
within, as well as the need for frequent transfers be-
cause of production requirements, makes it very essential
for the Company to know the ability of the employees.
The rating an employee has received is an important factor
in determining who shall be dismissed or laid-off when
business is too slow to maintain a full force. The
Company has laid aside the old idea that seniority is
the infallible guide to use in determining who to lay-
off and who to retain. Ability is the factor which
receives the greatest consideration in determining lay-
offs. If all other things are equal, the man with the
greatest length of service will be retained.

The wages that an employee within a particular job
classification will receive depends in part on his
rating. The class of job he will obtain also depends partly on the rating he receives.

Rating of employees should possibly be placed upon a more scientific basis. A good rating system will aid in establishing more equitable wages, will place persons more judiciously and will help in promotion, transfer, and demotion. It gives the employer specific reasons for wage increases, holiday favors, leaves of absence, and other privileges. It causes the foreman or supervisor to watch for good qualities and in this way helps him in supervising. A good rating system serves as an incentive if properly used.
Chapter III.

ABSENCE, TARDINESS, LEAVE OF ABSENCE AND DISCIPLINE.

Absence.

The Company has not found it necessary to place special emphasis on attendance. The importance placed on it depends to some extent on the manner in which employees are compensated. A large number of the Kansas City Structural Steel Company employees work on an hourly basis, and receive their pay according to the time registered by the time clock, so it is to their interest to be present as much as possible. Each shop employee keeps track of his own time and reports it to the shop timekeeper. The clock number which was given him when he was hired is used in recording his time. A timekeeper records the time that each man in the erection department works. Those working by the month are occasionally called upon to work over time and therefore their attendance records are not kept as carefully, but regular attendance is expected. There are no more than thirty employees in any of the departments of the office. The supervisor in each office department is able to check on the attendance in his department without maintaining an elaborate recording system. No specific attendance records are kept of those working at the Sales Agencies at Denver or Tulsa. The amount of time they work can quite readily be determined from the reports they turn in to
the home office. They file a report of the calls made, nature of jobs considered, bids made, and other details. They must report the business conditions of their territories. These reports can be used in estimating the time spent if it becomes of interest to do so.

Employees of the various departments give different reasons for being absent. The small amount of absence among the office group may be partially accounted for because of the two weeks vacation which they receive. The shop employees, who receive no such vacation, must lay off from work in order to get a rest. This makes their absence record appear greater. In the shop, sickness of either the worker or his family, accidents, and outside interests, are found to be the principal excuses for the absences. Soreness of the work is very seldom given as a reason for absence. The reasons given by the office employees are generally business to tend to, out of town, or sickness.

It has been found that the last-hired employees are absent the least. The older employees are prone to take more liberties. Absences are greater among the women than among the men.

The largest amount of absences take place during the spring and summer months. The absences are greatest in the middle of the week. It is estimated that an average of two per cent of the employees are absent
each day. If an employee plans to be absent or if he unexpectedly finds it necessary for him to be absent, he is obliged to notify his supervisor. This notice is often given over phone or by a fellow worker. If after one day of absence the employee does not notify the Company or return to work, the welfare man inquires into the reason for the absence. He will either use the phone or call at the home. Often he can find out the reason for the absence from some other worker. An attempt is generally made to find out when the absent employee will be back to work.

The absentee is interviewed when he returns to work, if the reason for his absence calls for it, or if the reason is not known. If it is found that he has lost interest in the work, or is dissatisfied with his job, he may be transferred to some other position. If it is found that he is entitled to promotion and there is a vacancy which he can fill, he will be promoted. Some type of adjustment is often possible which will cause the worker to take more interest in his work, and keep him from quitting.

The Company's method of training has made it possible to continue work even if part of the workers are not present. There are a number of workers who can handle a variety of jobs and consequently can be transferred to take the absentee's place.
Tardiness.

There has not been enough tardiness to cause the Company to adopt any particular measure in regard to it. It is considered a minor problem. The employees who work by the hour penalize themselves directly when they are tardy. No record of tardiness is kept for the rest of the workers.

There is practically no difference in the excuses offered for tardiness among the departments. It is generally attributed to personal business, to sickness in the home, or to transportation services. Each applicant must state his address when applying for a job, but it is not considered as a factor in hiring. The Company leaves it to the worker to decide if he lives close enough to the plant to maintain a satisfactory attendance record.

There is more tardiness during the winter than any other time of the year. The greatest amount of tardiness during the week occurs on Monday morning. The last-men hired are the most prompt as a rule. The attendance records of the Kansas City Structural Steel Company's employees are not exceptional. The Company finds that it has the three common types of workers: those who are always on the job and on time, those who are what might be called the steady worker, and occasionally they have one who may be classified as a chronic.
The Company has not tried to appeal to the employee to improve their attendance by posting the names of those who have the best attendance record, nor has it attempted to create a spirit of emulation between the departments. No bonus such as increased pay, vacation, badge, or other form of reward has ever been offered as an incentive to improve the attendance. The Company feels that any such a plan is not needed in its organization. Regularity of attendance is one of the factors considered when the Company selects a man for promotion, transfer, discharge, or lay-off.

**Leave of Absence.**

No definite number of days is allowed for leave of absence. The supervisor of the absentee recommends whether or not the individual shall be allowed to return to work if he takes a leave of absence without having been granted a definite period for it.

**Discipline.**

The problem of discipline is of minor importance to the Kansas City Structural Steel Company. The foreman or head of the department is responsible for the discipline of those he has under his supervision, so the Company has not adopted any particular code of rules which must be followed. It has rather, taken the atti-
tude of having as few rules as possible.

The problem of discipline is of least importance among the office force. The erection group also causes very little trouble because of the rules laid down by the Union which governs the action of the men who are furnished by it. The most trouble has arisen in the shop, a condition that can be expected because of the larger number concerned and the nature of the individuals making up that group. In this group is found the greatest turnover, the largest number of discharges, and the greatest number of unskilled employees. It must be borne in mind, however, that a large number of shop employees are skilled workers. This is essential because of the large number of machines to be run, designs to be made, blue prints to be read, and so forth. As would be expected, the more skilled workers cause less trouble than the less skilled.

The Company has no printed material to distribute among the workers, which makes it necessary to inform the men of the rules in a number of ways. The worker is often told some rules at the time of the initial interview, and certain rules are best explained to him when on the job; others are given to the worker at the time of the various gatherings. The training classes and social gatherings afford an opportunity for employees to become acquainted with the rules.

The "open shop" policy has always been maintained;
therefore, any one having a grievance can bring it to the attention of his supervisor. If the worker is not satisfied with the result he may bring his difficulty to one of the higher executives.

The regulations which are occasionally broken are not of great importance. "No Smoking While Working", "Each Man Must Stay In His Own Location", and others of this nature are sometimes unheeded by employees. Only in a few instances has any one been discovered punching the time clock for another employee.

In 1913 there was a small strike in the shop, but it was not considered to be serious, and was soon taken care of by the proper authorities. The general strike of 1918 was of considerable importance. At that time a large per cent of the shop workers struck. This strike was attributed to the agitation of a few radical leaders. The Kansas City Structural Steel Company was at that time working for the Federal Government which may have led to the idea that it would be possible to organize the shop. Even though a large per cent took part in the strike, the Company did not give in to their demands. The Company hired other workers to take the place of those who struck and refused to let any one who had joined the group of strikers come back into the organization. The new men went to work on the same terms as those who had struck.
The discipline problem has been decreasing in importance during the last few years. The writer was informed that the Company had no discipline problem. This may be attributed to the increased care in hiring, the training which is offered by the Company, the good will created by the Company store, and other favors extended to the workers by the Company.
Chapter IV.
VACATIONS AND HOLIDAYS.

Every employee of the Kansas City Structural Steel Company receives seven holidays each year: namely, New Year's Day, Fourth of July, Decoration Day, Labor Day, Thanksgiving Day, Christmas Day, and the Company's picnic day. If Christmas Day or New Year's Day comes on Sunday, the Saturday before, or the Monday following is granted as a holiday.

The Company closes at twelve noon on Saturdays. This gives employees one and a half days out of each seven for recreation. Each employee is permitted enough time off to cast his vote on election day. Occasionally the workers receive a holiday when some outstanding event takes place. The nature of the business, as well as the cost accounting system used, makes it unnecessary to discontinue work in order to take an invoice.

All the employees become acquainted with the Company's policies in regard to holidays through interviews, posters, and social gatherings. All holidays are announced several days in advance, which gives the workers plenty of time to make their plans for the holiday.

Employees working on a salary basis, and a limited number of those working by the hour, who have worked for the Company at least one year, receive a two weeks vacation with pay. Employees working by the hour, who are
entitled to a two weeks vacation, receive an amount equal to their average earnings. The executives have no set number of days of vacation. Some years possibly an executive will take but a few days vacation, and then another year he may take several weeks off. However, even though he may be away from the plant, he often keeps in close touch with the business.

The Company has made it a policy to work as little overtime as possible. No employee may work overtime more than three times during a week. This regulation has been found necessary, because overtime work causes the employee to lose efficiency, increases the danger of accidents, and increases the expense for each unit of work produced so much that it becomes unprofitable in most cases.

There are several factors which make it necessary to work overtime occasionally. Contracts to be filled may be such that the Company will gain by putting forth special effort in order to finish them on time. The penalty for late completion, or the bonus for completing the job before the date specified by the contract, may be large enough to warrant working overtime. Sometimes special services are rendered to customers which make it necessary to work overtime. During temporary spurts in the business the Company works the employees overtime in order to avoid hiring a number of extra men for only
a short time. The only exception to this is in the case of the erection department as they receive double time for all overtime periods and therefore more men are added instead of lengthening the day.

It is sometimes necessary to have the salesmen work overtime when they call on prospective buyers, as they find it necessary to make appointments which must take place after working hours. It is sometimes necessary to furnish the salesmen with figures and plans within a limited time in order that bids may be in on time. In such cases a number of the drafting and engineering employees may have to work overtime.

The employee may select the time of his vacation, but the Company reserves the right to approve it. This has been found necessary in order to prevent interference with plant operations by having too many away from their work at the same time. Most of the vacations are taken in the spring or summer. June, July, and August are the months in which the greatest number are taken. A small number of workers desire to have their vacations at Christmas or Thanksgiving.

The vacations taken are of two types. The general policy is to take the entire two weeks at one time, but in rare instances some one may ask to divide the two weeks into more than one period. The latter policy is discouraged because the Company feels that it is more
difficult to provide some one to do the work if the period is divided.

No employee's vacation period is cut short because of his attendance record. It is generally found that those having poor attendance records fall short in meeting other requirements also, and therefore are dismissed. An employee's vacation period may be extended, but compensation will not be allowed for more than two weeks. This privilege is granted to those whose positions and services warrant it.

Employees working on the monthly basis receive full pay regardless of the number of holidays. If it becomes necessary to work on a holiday those receiving pay by the month will receive no extra pay while those working by the hour receive time-and-a-half, except in the erection department, where double time is allowed.

The number of employees receiving holidays with pay has been increasing. A few years ago only a few of the workers received vacations. The Company will undoubtedly follow the trend among the most modern industrial concerns and grant vacations to an increasing number of employees as time goes on.
Chapter V.

TRANSFER AND PROMOTION.

There are two general reasons for transfer within the Steel Company. One is personal and the other is production. Occasionally the Company finds it desirable to transfer an employee to a job where he may do better work, or to remove him from a job where his work is unsatisfactory. An employee's physical condition may have become such that a transfer is advisable. His mental attitude toward the job or the supervisor may make it impossible for him to perform his work in the best manner. This latter condition seldom arises in the plant.

The man who interviewed the employee at the time he was hired generally makes use of the opportunity to study the character and ability of the worker who must be transferred. This gives the interviewer a chance to improve his method of selection.

A considerable number of workers are transferred to satisfy their own desires. Some are transferred to avoid having them quit. Each employee is given an opportunity at several jobs before he is discharged or before he quits, if it appears to the supervisor that he is a desirable employee and worthy of the special consideration.

Production needs also make it necessary to transfer workers from one job to another. The Company makes
very few standardized articles. Almost every contract calls for a structure of different size, shape, and general nature. A job may be such that a large part of it will have to be done by one department, while the other departments are needed relatively little. For instance, a contract calling for a large oil tank will employ certain departments more than others. The riveting or the welding department would furnish a great deal of labor in making a large tank. A contract to construct a large bridge would necessitate a larger amount of work on the part of the template department than if the job were to build a tank. This variation in the nature of the jobs cause one department to be needed more than the others, in one case, while the next contract or job may have the opposite results.

Men have to be transferred because of the excessive work in one department or the lack of work in another. There may be a change in the nature of the operations due to the installation of new machinery or the discontinuance of a process. For instance, in certain cases where riveting is the practice, it might be found better to weld. New methods are continually being adopted which call for re-adjustments of labor.

Seasonal changes in the weather have a considerable influence on the Kansas City Structural Steel Company's business. The Company has spread its interest over a
wide area in order to eliminate seasonal variations as much as possible. The salesmen of the Company make it a point to work Texas and Southern Oklahoma more during the winter months, and concentrate their efforts on the Kansas and Colorado territory during the summer. There are building cycles in the cities and localities which influence its business, as well as the general business cycle of the country. Mr. Neil C. Lilley, head of the sales department, stated that the department tries to adjust its sales efforts to the territories in such a manner that it will be possible to maintain relatively steady work the year around.

The Company has some men who are qualified for several jobs. This is especially true in the shop among the highly skilled mechanics. A number of the machinists handle several machines, such as the dishing, angle roll, flanging, bull dozer, and punch. This is very essential because of the changing demands of the business.

Whenever anyone is transferred to meet the demands of the production schedule he is told that it is only a temporary change. In some cases the employee becomes a permanent member of the new department if he proves to be more satisfactory in this department than in the one where he worked before the transfer was made.

Promotion.

A large per cent of the labor supply for the more
skilled shop jobs and office positions is derived from the workers inside the plant. About one half of the draftsmen and engineers, a majority of the accountants, heads of the departments, and machinists have worked up through the plant.

Mr. Sullivan, the present shop superintendent, has worked in several departments. He has worked in the plate department, shear department, assembling department, and inspection department, and was assistant shop superintendent before being appointed to his present position. Mr. Chesley, the cost engineer, has worked as marker helper, hot saw man, puncher, foreman and assistant shop superintendent.

No promotion chart is used. Each employee can tell to what job he may be promoted if he proves satisfactory. The line of advancement is not so rigid but what the man has an opportunity to select what general line he wishes to follow. No plans have been made to set up a promotion chart. It is not considered necessary because of the close relationship which the employee may have with his supervisor from whom he may get information if he desires it. A promotion chart, if worked out very carefully, would eliminate the trouble arising when a foreman hesitates to recommend that an employee be promoted because of the desire to retain the most efficient men in his department. This trouble does not occur very often, but when it does it is overcome by raising the
standing of the supervisor who has trained the employee so that he is fit for promotion.

Vacancies are generally filled by promotion from within the organization. Men are seldom brought in from the outside to fill vacancies. No form of advertisement is used within the shop to inform the employees of the vacancies. The head of the department, or the supervisor, selects the worker whom he wishes to fill the vacancy. If the worker learns of the vacancy he may apply orally for the position.
Chapter VI.

TRAINING OF EMPLOYEES.

The Kansas City Structural Steel Company has placed a special emphasis on the training of its employees. Such a policy is essential because of the skill needed by the employees and the Company's method of recruiting labor. It has already been stated that over fifty per cent of those working in the offices have been promoted through the plant. Throughout the shop there is a great deal of transferring and promoting. Therefore, a definite system has been introduced whereby every one will have an equal opportunity to receive the training offered by the Company.

The employees receive industrial and social training in a number of ways. The large amount of skilled work to be performed by the workers makes it necessary to adopt the instructions accordingly. This has led to the use of the following in the training program: night school, social club, lectures by outside speakers, exhibits, bulletin boards, budget book, company library, special studies made of other plants, and new machinery by the department heads or foremen, and training on the job.

The practice of holding classes in the evening was begun in 1914. A number of the workers were enrolled in courses given by the International Correspondence
School. The men were spending considerable time and money on these courses but did not feel that they were getting the desired results. The courses offered were satisfactory, but those enrolled did not devote enough time to the work. A few of those interested in furthering their training requested Mr. Chesley, the cost engineer, to conduct a training class. Mr. Chesley consented and consequently the first training class was started. The first course offered was one in shop mathematics. The success of this class led to the addition of other classes which have also proved to be successful, as they have helped the workers to be more efficient. The schedule on the following page points out the courses offered, number of hours spent on them each week, the time of the meetings, and the positions and names of the officers in charge of the respective classes. It will be noted that in a number of the classes the one directly in charge of the work in the plant has charge of the training class. This shows the interest taken by the leaders. Such an arrangement should make the training of more value than if someone from the outside were brought in to conduct the class. More practical instructions can undoubtedly be given under this plan.

The Kansas City Structural Steel Company has made use of the opportunity offered by the Federal and State governments in the training of industrial workers. A
number of the courses offered are under the supervision of the State Superintendent of Night Schools. This is carried on through the Industrial Branch of the State Night Schools, as provided for in the Smith-Hughes Act of 1918. The Company pays the instructor when there are too few employees enrolled in a class to receive aid from the government. This enables those interested to continue their studies.
### TRAINING CLASSES

<table>
<thead>
<tr>
<th>Class</th>
<th>Hrs.-Wk.</th>
<th>Time</th>
<th>Official Title</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary Engineering</td>
<td>4</td>
<td>5-6 P.M.</td>
<td>Squad Boss</td>
<td>M. Nelson</td>
</tr>
<tr>
<td>Advanced Engineering</td>
<td>4</td>
<td>5-6 P.M.</td>
<td>Contracting Engineer</td>
<td>W. Truman</td>
</tr>
<tr>
<td>Blue Print Reading (shop)</td>
<td>4</td>
<td>5-7 P.M.</td>
<td>Chief Insp. of Material</td>
<td>M. Hufford</td>
</tr>
<tr>
<td>Shop Mathematics</td>
<td>4</td>
<td>5-7 P.M.</td>
<td>Shop Office Manager</td>
<td>T. Louis</td>
</tr>
<tr>
<td>Plate Development</td>
<td>4</td>
<td>5-7 P.M.</td>
<td>Foreman of Plate Shop</td>
<td>C. Ramsey</td>
</tr>
<tr>
<td>Pivot Meeting*</td>
<td>1</td>
<td>5-7 P.M.</td>
<td>Sales Manager</td>
<td>N. G. Lilley</td>
</tr>
</tbody>
</table>

* Pivot meeting is attended by all executives, foremen and supervisors---

The meeting is held once each month in the Administration Building.
A number of methods of instruction are used in the night classes. The method used depends upon the particular class as well as the material to be studied from time to time. The most common methods used are: assigned readings from the books in the library, seminar method, lecture, and class discussion. Exhibits of jobs already performed or being performed are sometimes studied. The Company owns its own moving picture machine which is often used to show the nature of processes and exhibit jobs. The material may sometimes be brought in and the work demonstrated. Occasionally an outside speaker is asked to lecture to the group meetings. When an outsider is asked to address the workers, he generally speaks on some question in relation to the work the class is doing.

No employee is forced to attend any of the training classes offered. The meetings are open to all workers, and about thirty per cent of the employees attend. No compensation is allowed for the time spent in class. The attendance is highest among the shop workers. This is to be expected because many of the office workers had considerable training in the shop before receiving their office positions. The most interest is found in the shop mathematics and plate departments, and the younger men take the greatest interest in the training classes. The attitude toward the classes on the part
of the workers is very good. No definite records have been kept of the advancement made by those attending the classes and those who have not, but there is evidently a close correlation between the rate of advancement and class attendance. The interest taken in this work is recognized by the Company in rating the worker. The Company is quite satisfied with the interest shown by the employees in the method of training. The number of employees attending the classes has increased since the plan was adopted.

There are three bulletin boards about the plant. Exhibits of processes and jobs of the Company are placed on the bulletin boards in order that the employees may become better acquainted with the Company's work. Foremen and department heads are sent out to make studies of the methods and machinery used in other plants. When they are sent out in this way the Company pays the expenses and allows them their regular salary.

Every man receives training on the job. The foreman or head of the department is responsible for the training of the workers under him. A large amount of the machinery which is used is very expensive, and care must be exercised to properly train those handling it. The Company prefers to train its own employees. In the shop the helper is expected to learn how to operate the machine and in this way an entire department is not
seriously handicapped by the absence of a machinist, because a helper can readily be shifted to the machine. There is no definite flying squadron, but a considerable number of the workers are qualified to do several jobs efficiently. The Company makes it a practice to have men trained for the job ahead, so that they can take care of the work in case of absence or tardiness of employees. This is also necessary because of the great amount of transferring which must be done.

The Company library contains about 400 volumes of books, and a number of magazine and trade journals, such as: Iron Age, Industrial Engineers, Oil Journal, Machinery, Engineering News, Electric Welding, and other magazine of this nature. These books, magazines and journals are available to all employees, free of charge. The executives believe that the employees appreciate these opportunities, and that the library is a paying proposition.

Several of the workers in the accounting department have taken courses by correspondence, or attended some night school of the city. Occasionally a draftsman takes a course from some university extension division.

The Company does not feel that it is justified at present in spending money for hand books, plant periodicals, or other forms of printed material to be
distributed among the workers. If the Company continues to grow at the rate it has in the past, it will undoubtedly use such methods of acquainting the employees with its policies, as well as furnishing other desired material later on.

The insurance company with which the employees of the Kansas City Structural Steel Company are insured, furnishes small "budget books", which are given out to all the workers. The books cause many of the employees to notice where they are spending their money, and are beneficial in training them to save.

There is no way in which the Company can measure accurately the results of training offered the workers. General conclusions can be determined by the increased efficiency of the work performed. The shop supervisors can determine the quality of the work of their respective departments by inspection. The errors made in the accounting department make it possible to judge the training of those workers. If anyone in the drafting or engineering department has made a mistake which is not discovered before delivery, it will be discovered when the structure is erected. The Company has had an error report sheet made up for these departments. If the material furnished for a job will not fit when erecting the structure a complete report of the error is made and shown to the party who is responsible for the mistake.
The total cost of training employees has not been calculated. It is estimated that it probably costs the Company approximately $200 to train each of its employees. The direct expenses for training, such as the library, training classes, social club and other outlays are charged to the general expense account.
Chapter VII.

TURNOVER

The Company has been placing emphasis on reducing turnover during the last few years. The effort put forth to train the worker makes it very essential that he be retained in the employ of the Company. The training along industrial lines is continually being extended in order to increase the efficiency of the entire working force.

At the present time lay-offs are the cause of the high turnover. The Company's business is greatly affected by the swing of the business cycle, but the sales efforts are adjusted as much as possible to the various territories to take care of seasonal variations and the local building cycles. The present business depression has made it necessary to lay-off a considerable number of employees, constituting about 25 percent of the entire force. Some departments have been cut down more than others.

The nature of the services and products of the Company makes it impossible to continue production and stock the goods. The Kansas City Structural Steel Company must have specific orders to fill before it can begin any operations. Considerable effort has been put forth in trying to find some by-product which might be made during periods when business is inactive, but
no satisfactory by-product has been found.

The Company uses its best judgement in deciding who shall be laid-off when it becomes necessary to reduce the number employed. The ability of the worker, family status, and general rating are considered in making the selection. If all other things are about equal, the man who has the greatest seniority is retained. The man with dependents is given preference over the one who has no dependents. The individuals who hire the workers have considerable authority in determining who shall be laid-off. The one who is directly responsible generally consults others before he makes a decision.

The Kansas City Structural Steel Company endeavors to find positions for the employees it has laid-off. The writer was told that considerable time is being spent at present helping those who have been laid-off to get work some other place.

It has not been necessary to discharge a great many employees. The Company has had very little difficulty with trouble makers. Occasionally a shop employee is dismissed because of carelessness, dishonesty, laziness, undesirable habits or because he is unable to perform the duties required. Discharges in the office force take place because of incompetence, lack of interest, or other factors of that nature. There are few discharges in the erection department because of the source
of supply. The union has certain requirements up to which a man must measure, if he is to be a member. The erection officials of the Structural Steel Company have the right to dismiss anyone whom the union furnishes, who proves unsatisfactory. This right is seldom exerted because of the quality of men furnished by the union.

When an employee is doing unsatisfactory work on a job, he is generally transferred to some other position if he cannot be trained to meet the requirements of the job after receiving some special attention from his supervisor. It has been found that by shifting a man about, when it is possible to do so, he can generally be assigned a job which he can do satisfactorily. Considerable effort is exerted in trying to find a suitable job for a worker if he appears to be worthy of the consideration.

No supervisor alone can discharge a man. The head of the department or foreman must be consulted. The worker is given an interview in order to present his side of the case, however, the support of the Company is generally given the supervisor. If it appears that the trouble can be remedied, the worker is given another chance. When such a condition arises, he is generally transferred so that he will have another supervisor.

When an employee is not doing his work satisfactorily he is instructed how to improve his work. In most cases a warning is given before the man is discharged. The
largest percentage of resignations take place in the shops, and is among the unskilled who have worked only a short time. The reason given by shop employees for quitting is generally some one of the following: more pay at some other place, dislike of the present work, less work and more favorable working conditions elsewhere, health, and leaving town. Dislike of the supervisor is seldom given as a reason.

Practically the same reasons are offered by the accountants for leaving. Many of the same reasons are also given by those in the drafting department when quitting; however, they often quit to return to school. This is especially true in the fall, as the Company frequently employs students in this department during the summer months when its business is generally a little better than at any other period of the year. This practice affords an opportunity to fill in vacancies caused by those taking their vacation during the summer. The drafting department is a good training school for engineers. Occasionally a draftsman resigns if he feels that there is no opportunity for him to be transferred to the engineering department.

The turnover is not great if the erection department is omitted. The great turnover in that department is due to the fact that the Company erects only about fifty per cent of the structures for which it furnishes
material. No records have been kept of the turnover for the entire plant. Some idea of it can be gained from the estimated average length of employment in the various departments. It is estimated that the average lengths of employment of those working in the various departments at the present time are: accounting, ten years; drafting, five years; engineering, fifteen years; shop, four to five years; and twelve years for the officials of the erection department who are maintained as part of the regular force. These averages are high because they do not take into consideration the lay-offs due to the present depression.

An analysis of employment figures shows the turnover to be the greatest among the shop employees and among the employees of the drafting department. The Company employs only a few women. The turnover is greater among the women than among the men. The general superintendent checks on the turnover if it becomes too great in any department. The Company places no particular value on hiring some one who is already employed. It believes in the old saying that the grass always looks better on the other side of the fence. Consequently the man who is idle, if his qualifications are acceptable, has just as good a chance to obtain employment as the man with a job. Those in charge of the employment believe that the man who is unemployed when
he makes his application can be developed into just as steady a worker as the man who has employment at the time he makes application.

The amount of turnover has been decreasing for some time, if a long-time point of view is taken. This is attributed to the greater amount of care taken in hiring, to the increased amount of industrial training offered, group life insurance, and the transfer and promotion policy which the Company has adopted.
Chapter VIII.

SAFETY.

Accident prevention is a very important factor in an industry such as that of the Kansas City Structural Steel Company. The tremendous weight of the material to be moved requires powerful machinery which must be carefully controlled. A large amount of expensive equipment is used. A number of the tools are of such a nature that great skill is needed in handling them so as to derive the greatest amount of efficiency from them, and at the same time provide the greatest possible safety for the operators. This is especially true of the cranes and other tools used in handling beams which weigh several tons each. Special care must be given the operations performed by such equipment, both in the shop and on the erection job. The Steel Company takes special precautions in checking the equipment and operations performed by the various machines. Effort has also been exerted to acquaint the employees with the dangers, and to impress on them the necessity of carefulness. The Company endeavors to provide the employees with competent fellow-workers.

The Kansas City Structural Steel Company employs two men whose duties are directly related to the safety factor. These are the master mechanic and accident inspector. The master mechanic spends practically all
all his time in studying the operations of the machines. It is his duty to note how the machines must be operated to get the most efficient service from them, as well as how to eliminate danger to the operators. It is the duty of the accident inspector to co-operate with the master mechanic in trying to eliminate accidents. He must study the causes of every accident that occurs, and suggest methods by which accidents can be avoided. The accident inspector is responsible for the recording of all accidents. A complete description of every accident must be given by him. He must find the cause if it is possible, give a complete description of the results and suggest methods whereby a similar mishap may be prevented.

The record of the accident is filed away for future reference. If the accident disables the worker for more than the remainder of the day or the shift, a complete record of it must be sent to the Public Service Commission of the State within seven days, according to the Kansas Workmen's Compensation Law. The employee's accident record is one of the important factors in determining his qualifications for promotion. The worker's rating depends to a considerable extent upon the carefulness he has shown in working.

The accident inspector's duties are very important. He must exercise great care in gathering information and recording his data in regard to accidents. It is import-
ant that this data be recorded accurately to comply with the State Workmen's Compensation Law, and the Group Insurance Policy carried by the Company and employees jointly.

A safety committee has been organized to further the safety of the workers. The members of the safety committee are appointed by the general superintendent of the Company. This committee holds periodic meetings in order to make plans for the functions it performs in the interest of the employees and the Company. It has charge of the safety campaigns which are held within the organization. Safety posters are placed on the bulletin boards about the plant, and in front of the machinery which is the most dangerous. These posters are changed by members of the safety committee quite frequently in order to draw the attention of the workers. Safeguards are installed at all places where it is deemed necessary. The importance of carefulness is stressed at various department meetings. Every foreman must continually warn the workers on the job of the possibilities of accidents if care is not exercised in manipulating the machinery.

The large shop building was erected on the daylight construction plan to provide as much light as possible. Wherever there is lack of light, extra lights are installed.

While there is little danger of fire in this steel
industry, nevertheless the Company has taken several precautions. Fire extinguishers are placed at convenient places both in the shop and the offices. The master mechanic is responsible for checking over these at certain intervals to see that they are filled and in condition to be used in case of necessity. The main buildings are constructed of fire proof material. The floor of the shop is earth. The Administration Building and Engineering Building have exits leading directly outside, and the shop has exits on three sides that may be used in case of fire. The large doors on the north side, through which the railroad cars pass, can be used as a means of escape from fire. Two janitors are employed in the shop to keep it clean, and prevent danger of fire from accumulation of rubbish and waste material. There is little danger of loss of life in case of fire in any of these buildings.

Accidents are today considered a part of the cost of production. It is a cost which must be borne by everyone using the products manufactured. Accidents are an inevitable part of our industrial regime. Therefore, every modern industrial concern does a great deal to prevent accidents, as well as to relieve the suffering incurred by accidents which appear to be unavoidable. Not only are there many fatal accidents occurring in our present industrial world, but there are many accidents
which result in temporary or permanent disability.

The disabilities due to accidents have caused many states to help the worker by enacting special laws, dealing with disability resulting from accidents. The common form of legislation has been the Workmen's Compensation Act.

The employees of the Kansas City Structural Steel Company are protected by the Kansas Workmen's Compensation Law. The Steel Company has made it a practice to pay the amounts stipulated in the Law, with one exception. The Company pays for the entire time lost due to accidents while the Workmen's Compensation Law provides that the employee shall receive compensation only after losing seven days of work. In exceptional cases the employee is given his regular pay, otherwise he is paid sixty per cent of this average wage, as is provided by the law. Each case is considered separately.

The Steel Company has not transferred the liabilities placed on it by the Workmen's Compensation Law to any insurance company. The Company carries its own insurance by setting aside a certain amount each year to be used as a fund from which to pay any accident claims which it may be called upon to meet. It has proved to be cheaper for the Steel Company to handle its liability in this manner.

In January, 1925, a group insurance policy was purchased by the Company. The Steel Company pays one half
of the premium and the employee the other half of the premium. This arrangement has been adopted because of the desire to divide the expense, and to obviate any feeling of obligation on the part of the employee to the Company. Each employee is allowed to purchase a policy ranging in amount according to the salary he receives. The time he has spent with the Company does not vary the amount of the policy which he may purchase. Anyone is eligible to take out a policy if he has worked for the Company thirty days. No physical examination is required. The only requirement of this nature is that the employee be in good health. He may have as much other insurance as he desires. The highest paid employee can take out the largest insurance policy. The following schedule shows the formula used in arriving at the amount of the policy which each one may carry.

<table>
<thead>
<tr>
<th>Salary per month</th>
<th>Amount of the Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $150.00</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>$150.00 to $250.00</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>$250.00 and over</td>
<td>$3,000.00</td>
</tr>
</tbody>
</table>

The amount of the group life insurance becomes payable in monthly installments or in a lump sum. The amount of such installments is set forth in the schedule on the following page.
<table>
<thead>
<tr>
<th>Amount of Insurance</th>
<th>Maximum No. of Installments</th>
<th>Amount of each Installment</th>
</tr>
</thead>
<tbody>
<tr>
<td>$500.00</td>
<td>10</td>
<td>$50.35</td>
</tr>
<tr>
<td>1000.00</td>
<td>20</td>
<td>51.04</td>
</tr>
<tr>
<td>2000.00</td>
<td>40</td>
<td>52.50</td>
</tr>
<tr>
<td>3000.00</td>
<td>60</td>
<td>54.00</td>
</tr>
</tbody>
</table>

No employee who is over sixty-five years old will be granted an insurance policy for more than $500.00, regardless of his salary.

In August, 1925, the Metropolitan Life Insurance Company, the company with whom the group life insurance is carried, made a provision whereby the employees might double their insurance policy. The employee carrying a one thousand dollar policy may take out an additional one thousand dollar policy. The same privilege is offered to those carrying the two thousand or three thousand dollar policies. The additional premium, however, must be paid by the employee. At the present time eighty per cent of all the employees have taken out a policy under the original plan, whereby the Steel Company pays one half and the worker the other half of the Premium. About seventy-five per cent of those who had already taken out policies under the first group insurance plan have doubled their policies by paying the additional premiums.

Under the new arrangement, the insurance is payable according to the plan given in the schedule above, except for the amounts of insurance over three thousand
dollars there will be sixty installments of amounts in proportion to that of the three thousand dollar policy. The policy may be kept in force even though the holder leaves the employ of the company, but the premium will be increased to the amount of a regular policy.

Seventy-five per cent of the employees must carry a policy under the group insurance plan if they are to receive the benefit of the lower rates offered by the group insurance. This makes it necessary for the Steel Company to maintain a record of the number of employees who have taken out a policy. This record, kept on a small card, which is filed, gives the name of the person in full, date of birth, sex, race, age, date of employment, date on which insured, the beneficiary and his relationship to the insured, the policy number, certificate number and the amount of the insurance policy.

Any change of beneficiary, and the relationship of the new beneficiary to the insured, can be recorded on the back of the card. The date of the change is also recorded. A space is provided for any remarks which may be desirable to make.

According to the provisions of the Workmen's Compensation Law of Kansas, the employer is liable for accidents which an employee has while working outside of the state, if the contract between the parties was made within the state. The Kansas City Structural Steel Com-
pany has sales agencies in Colorado and Oklahoma, and erects structures in several states. It must make adequate provisions for the protection of its employees and itself in these states. The Company has adopted the policy of insuring every erection job under a separate insurance policy. Special insurance arrangements are made when it is necessary to sub-contract a part of the erection job.

The Steel Company has set aside one room in the shop to be used in case of accident, or when other medical care is needed by an employee. This "hospital", as the room is called, is large enough to take care of three injured persons at once. The individual in charge is an ex-service man who served in the hospital corps while he was in the army. Free medical care is always available within the plant. The duties of the hospital attendant are so arranged as to make it possible for him to be close to the hospital at all times.

The Company is not large enough to warrant the hiring of a full time nurse or doctor. The Company has arrangements with a city physician to take care of patients who need special attention. A welfare man is employed to handle minor difficulties which arise in the workmen's families or in regard to the workmen themselves. If an employee is absent more than one day without the Company's knowledge of the reason for his absence, the
welfare man must learn the reason. He will inquire among the workmen, use the telephone or make a personal call to the worker's home. He extends whatever aid he can to the employee. All services rendered by the welfare man are paid for by the Company. The employee receives a free surgical operation if the trouble has been caused by the work. In some cases the Company pays the doctor bill of an employee even though his difficulties have not been caused by the work.

The erection of structures in scattered sections of several states makes it necessary to make special arrangements for doctor's care in case of accidents. The Company engages a local doctor wherever it is performing an erection job of any great size. Arrangements are made for the doctor to be immediately called to the scene in case of an accident. The Company sometimes erects bridges or other structures which are a long distance from any city or the residence of a doctor, as was the case with the Grand Canyon Bridge. When such jobs are performed, the Company finds that it is advisable to hire a full-time doctor for the specific job. When such a situation arises, the doctor becomes a welfare man as well as doctor, and is responsible for the sanitary conditions of the employee's food and lodging, as well as the management of the other necessaries of the workmen. It becomes his duty to see that all the workers' physical
needs are taken care of while they are away from civilization.

The few fatal accidents which the Company's employees have had shows that their efforts along the line of safety have had favorable results. There was only one fatal accident on the hazardous job of constructing the Grant Canyon Bridge. This was the first fatal accident to an employee for seven years. The accident report shows that most mishaps have occurred among the older men on the job and in the early part of the day. This can possibly be attributed to the over-confidence in the safety of the conditions under which they work. The new employees who are not as familiar with the hazards are not so immune from fear and are more likely to be on the look-out for mishaps.

The health of the employee is given considerable care. The office force works in rooms which are well lighted and well ventilated. The offices are heated by a steam heating apparatus. Several large fans are provided for the office building, and ice-cooled, distilled water is furnished the office employees. The office janitor is responsible for maintaining the proper temperature and keeping the office buildings clean. Ventilation is a minor problem in the shop because of the large doors and windows. The shop employees are furnished with ice-cooled city water. Wash rooms are provided in the
office buildings and the shop. The Company has not found it necessary to render any special dental services to the workers or to carry on health campaigns.
Chapter IX.
WAGES AND HOURS.

The Kansas City Structural Steel Company formerly operated its shop five and one half 9 hour days during each week. The work began at 7:30 A. M. and continued until 5:00 P. M. The present depression has made it necessary to cut the hours of work down considerably, and the shop is now operated four 8 hour days each week. The work begins at 8:00 A. M. and ends at 4:30 P. M. with a rest period of thirty minutes from noon until 12:30 P. M. No other rest period is taken during the day. The shop is operated the first 4 days of the week. The working hours have been shortened to limit the number of lay-offs as much as possible.

The office employees work from 8:00 A. M. until 5:00 P. M. with a period of one hour off for luncheon. The offices are open the first five and one half days each week. All office workers are released at noon on Saturday.

The erection department works four 9 hour days each week. They work from 8:00 A. M. to 12:00 and from 12:30 P. M. to 4:30 P. M. the first 4 days of the week.

The shop workers keep their own time and report it to the shop time keeper. The number given the worker at the time he is hired is used to record his time by means of one of the three time clocks, which are located
at convenient places in the shop. At the time of induction he is given complete instructions on how to record his time. The draftsmen also keep a record of the time spent on each job, and from this record their own time can be computed. The Company has a separate time keeper on each job to record the time of the erection employees. The employees working by the month are not required to keep a record of the time they work. The heads of the various office departments check on the absences. Office employees are paid by the month and consequently less attention has been given to the attendance in these departments, but regular attendance is required. No deductions from the wages are made because of attendance.

The work in the Company can be divided into seventy-seven different duties, but all of these groups do not receive different wages or salaries. Each classification has a maximum and a minimum rate. However, there is no hard and fast rule governing these rates and exceptions are made at times. The wage to be given within the class is determined by a number of factors, consequently there will sometimes be a considerable variation in the wages paid those within the same class. The workers are generally acquainted with these variations. Each one knows approximately what is paid for the various services which are performed. Women receive the same pay as men if they
are performing the same type of services.

The wage which is paid for each job is determined by taking a number of factors into consideration. The principal factors are the going wage, local demand and supply of laborers, the use of a minimum base wage and a form of the point system. The Company makes it a practice to pay from ten to twenty per cent more than the going wage. This policy is used in order to attract the best grade of workers. The base or hiring wage for shop work has been forty cents an hour for a number of years. Sixty dollars a month for office workers, and forty cents an hour for draftsmen is used as a base wage in those departments.

The local demand and supply is taken into consideration, as is shown by the fact that at the present time there has been a cut in the wages of a certain number of groups. Those receiving a monthly salary, and a number of the highest paid hourly men, have received a cut in their wages. The skill, experience, personality, ambition, and difficulty of replacement are factors which are also considered in establishing the wage or salary to be paid for any particular position. If all other factors are equal, a man with many years of service in the Company will receive more pay than the man of less experience with the Company.

There is no set date during the year for increasing
wages nor is there any certain length of time one must work before receiving an increase. The pay is seldom increased unless the worker applies for a raise. The request for a wage or salary increase is given orally to the employee's supervisor, who recommends that the employee receive more pay if he feels that the worker is entitled to an increase. The supervisor's recommendation is also made orally. The one recommending an increase in pay would undoubtedly be more accurate in his observations if his recommendation had to be written out and the reasons for the increase stated. The supervisor would have to know definitely the requirements of the job and the degree to which they were being fulfilled. Such information would also be valuable in making transfers, layoffs and discharges.

Employees working on a salary basis do not get paid for overtime, while those working by the hour receive time-and-a-half for overtime. Time-and-a-half is also given those working by the hour when they are called to work during holidays. The erection department employees receive double time for all overtime work. This accounts for the small amount of overtime put in by that department. A larger number is hired instead of working overtime. Employees working on a monthly basis receive pay when they are on sick leave, while only in exceptional cases do employees working by the hour receive pay while
they are on sick leave. All cases of the latter type are handles individually and must be checked up very closely in order to prevent any abuses which might take place. There is no set time allowed for sick leave. If there were a definite plan, both the pay problem and absence problem could be handles more easily. Those working by the hour also lose their time in case of tardiness or absence while those receiving monthly salaries receive their regular pay unless they are absent too much of the time. Again the Company handles each case separately.

The men working by the hour are paid for the time they spend in the plant. When they finish one job they must check in to their foreman or their supervisor and he gives them another job against which they register their time. Shop employees know they can work as many hours each day as the plant is operating. Deductions are made from the shop employee's time for tardiness. The Kansas City Structural Steel Company does not follow the common practice of "docking" the tardy employee. He loses only the actual time he is tardy.

Employees who receive a salary by the month are paid on the fifteenth day and on the last day of each month. The workers who are paid by the hour receive their compensation on the tenth and twenty-fifth of each month. The erection department employees receive their pay at the close of each week's work. Employees who quit, and
those who are laid-off or discharged, receive their pay immediately. The days on which various employees are paid have been selected in order to equalize the work of the payroll department throughout the month. Arranging the time of pay on these dates aids the accounting department also, because the books of the company are closed at the end of each month.

All employees are paid by check, to eliminate the danger of losing the payroll to robbers, to reduce the chance for trouble from mistakes made in amounts paid employees, and to do away with the need for the employee to sign a receipt. The company pays a nearby bank for cashing the checks.

The checks for the office force are given to an office worker by the paymaster and are distributed to the respective desks during the working hours. The checks for the shop employees are given by the paymaster to the timekeepers who distribute them during the noon hour. The timekeeper for the erection department distributes the checks for that department. The number given the employee when he is hired is used to identify him when the checks are handed out.

When a worker is hired his name is placed on the payroll by one of the timekeepers. No temporary payroll is maintained even though the employee is informed when hired that it is only temporary employment. This probation
period is about two weeks, in most cases.

Each employee is allowed a drawing account. No one may make more than one withdrawal during each week. If an employee wishes to make use of the drawing account privilege he must place his request for the withdrawal with the timekeeper, not later than Tuesday night. The amount of the withdrawal will be given to him on the last day on which he works during the week in the same manner as a regular paycheck.

The Company used to have a plan whereby it sold coupon books to its employees. The coupons could be used to buy merchandise in the Company store or to buy lunch-econs at the cafeteria. The purchase price of the book was deducted from the employee's pay check. This plan was abandoned a short time ago. The only deductions made from the pay checks now are the insurance premiums, withdrawals and loans.

If there is an error in the amount received by the employee due to a mistake in the amount of insurance premium withheld, the withdrawals, hours of work, rate of remuneration or any other factor, the employee is expected to report it to the timekeeper. In a few instances a pay check has been unclaimed in the shop department. When such a thing occurs the money is left in the general treasury as though it had never been appropriated for any expense.
Chapter X.

COMPANY STORE.

In 1918 a lunch room was opened in the shop. As most of the employees brought their lunches in the "old dinner pail", the lunch room was opened in order that the shop workmen might have a warm, clean place in which to eat. Hot coffee and a limited number of warm foods were served. The lunch room soon developed into the Company store, in which coffee, sandwiches, pie, cigars, tobacco, gum, etc., as well as articles of wearing apparel, such as gloves and overalls were sold.

The Company planned to run the store at cost but it often was operated at a loss, as goods were sold at approximately the cost price. The Company furnished the room, heat, light, water, labor, and other items involving expense. Goods have been sold for cash during the last few years. The Company used to sell a coupon book in order to relieve the employee of paying cash when he made a purchase but this practice was discontinued a few months ago. No cash discount was allowed on the face value of the coupon book as the merchandise was sold on a very small mark-up.

In the fall of 1930 the store became a private enterprise. The Kansas City Structural Steel Company turned it over to the individual who had been in charge of it under the former plan. The store is located in the shop,
and, therefore, only those connected with the Company can trade in it. Access to it is only possible after one has been admitted onto the Company premises. A watchman is stationed at the entrance to the shop, and it is his duty to prevent anyone who is not an employee from entering without furnishing sufficient reason. The store is opened in the morning when work is begun in the shop, and closed shortly after work has been stopped in the evening.

The executives believe that the store has had a favorable influence on the employee's attitude toward the Company. The opportunity afforded the employees to associate with each other at the store has a tendency to develop a better acquaintance among them. This, as well as the improved attitude toward the Company has a tendency to cut down labor turnover.

**Cafeteria.**

The cafeteria was opened in the basement of the Administration Building nine years ago. It was established because there was no good eating place near by where the office force could purchase their luncheon.

The cafeteria is run by one who has been hired for that specific position. She has much the same duties as the employee who was in charge of the Company store.
She must buy, prepare, and serve the food and account for the financial returns. The noon meal is the only one served at the cafeteria. It is relatively easy for the woman in charge to determine how much to prepare, as most of the office employees purchase their luncheons at the cafeteria though it is not a Company requirement. Approximately the same number eat at the cafeteria from day to day which makes it possible to eliminate waste and provide the luncheon at low cost. Goods which can be bought in large quantities are purchased at wholesale both for the store and the cafeteria. Vegetables and other goods which must be purchased in small quantities are bought at the local retail stores at retail prices.

The cafeteria is run on a cash basis. An attempt is made to run it at cost, however, it does not always pay out.

The cafeteria has been temporarily closed due to the present depression which has caused the Company to lay-off a considerable number of the office force. The cafeteria will be reopened as soon as the office force is increased enough to justify the Company in operating it.

When the Kansas City Structural Steel Company opened the lunch room and cafeteria it caused a few of the local dealers to have an antagonistic feeling toward the Company. This feeling gradually died out and is not now of any importance.
Chapter XI.

MISCELLANEOUS PERSONNEL SERVICES.

The Social Club is an organization to which every employee may belong. At present about seventy-five per cent of all the workers of the Steel Company belong to the social organization. It is run by a social committee, chosen by the employees, but subject to Company approval in order that no one will be chosen as a member of the social committee who already has a great number of duties to perform. A worker is not permitted to be a member of the social committee if the nature of his job is such that leadership in a social organization would interfere with his work. The club was organized in 1916 to offer the work rs an opportunity to get together for social meetings. The gatherings are open to the employees and their families only.

The social club meets one evening each month. The evenings are spent in a number of ways. On some occasions the employees make use of the Company's moving picture machine, sometimes they have a dance, and occasionally they have an address by some outside speaker. Refreshments are always served. A fee of fifty cents a month is charged each one belonging to the organization. The Company furnishes the room, light and heat without charge. The club generally finds itself financially embarrassed at the close of the year, but the Company has made it a
practice to defray these expenses and let it start out
each year. This makes it necessary for the Company
to furnish an amount equal to or more than that furnished
by the members.

The entire plant is closed down one day a year for
the annual picnic when the employees and their families
spend the day in some park of the city. Each employee
is charged one dollar to help take care of the expenses
of the picnic. The Company pays the balance which is gen-
erally equal to or more than the amount paid by the work-
ners.

The employees of the Kansas City Structural Steel
Company engage in a number of recreational activities.
Each year the workers of the various departments have a
bowling tournament. The employees had a baseball team
for several years but none was organized this year. The
employees engage in baseball and horseshoe games during
the noon hour. The Company also furnishes a plot of
ground for a tennis court. The Steel Company receives
tickets to various entertainments when it contributes to
activities of the city, and these tickets are given out
among the workers.

The Company has provided one hundred and fifty sheds
for the cars of the employees who ride to work. Most of
the sheds are located near the shop and the remainder are
located near the Engineering and Administration Buildings.
An employee in charge of the sheds assigns the various stalls to the shop workers. The sheds at the offices are not assigned but are accessible to all office workers. No charge is made for the use of the car sheds.

Mr. Cooper, secretary of the Company, is a law graduate and a member of the Missouri Bar. Legal aid is extended to both the shop and the office employees without charge. Mr. Cooper is quite frequently asked to examine abstracts and give information of this nature. Investment information is furnished the employees, and legal assistance is given them when they get into minor difficulties.

The Company makes loans to its employees. Mr. Cooper authorizes the loans granted to office employees, and is also consulted by Mr. Smith, the general plant superintendent, who has charge of the loans granted to shop employees. No maximum figure has been set for the loans, but the amount granted will depend upon the rating of the employee who has applied for the loan. Arrangements for repayments are made when the loan is granted, and the sum specified by the agreement is deducted from the worker's pay check. No interest is charged on loans to employees.

The Company phones are generally kept busy, but phone calls for employees are given careful attention and the worker notified as soon as possible. It is the
policy that if it is impossible for the worker to answer the call immediately, the phone number is taken and given to the employee. Employees are also permitted to make calls from the plant. The phone privilege is readily granted but employees who abuse it are reproved.

The employees are welcome to take their families and friends through the plant. Classes from various schools also visit the factory. A group of eighty students from the University of Nebraska were guests of the Company a short time ago. A foreman or supervisor escorts visitors through the factory and explains the processes to them.

The Company does not provide an employee directory but workers are welcome to get the phone number and address of any member of the organization.

It would be very inconvenient and expensive for the Company to handle the mail of all the employees. However, mail for employees occasionally comes to the plant. Mail for office employees is placed on a desk in the Engineering Building and shop employee's mail is delivered to the shop office.

An employee sometimes has an opportunity to make use of a Company truck or other equipment for his personal use. This is permitted if the shop superintendent gives his consent.

Each employee is expected to stay in his own depart-
ment during the working hours. The foreman may permit the worker to leave his department if he has a valid reason for doing so.

The Company employs a gate-man whose duty it is to keep all callers out of the plant who do not have a good reason for entering. In this way it prevents collectors, and those taking subscriptions from annoying the workers. The number allowed to enter for such purposes is limited.

Some employees find it hard to manage their own finances. Occasionally a worker may find that his wages have been garnisheedd. When such a condition arises the Company does not follow the practice of immediately dismissing the employee. It endeavors to gain his confidence and aid him in adjusting the difficulty. The employee is encouraged to budget his expenditures within the limits of his income.

The purchasing manager for the Company buys merchandise for employees which are furnished to the workers at cost.

The Company has no employee stock ownership plan. Employees are encouraged to buy the stock of the Company as an investment. At present, some of the stock of the company is held by both shop and office employees.

A number of years ago the employees attempted to organize a Mutual Benefit Association. The plan was to charge each member a fee of fifty cents each month. Each
one was to receive $2.00 for each day he was unable to work. This plan fell through before it was worked out completely enough to be given a trial.

No pension plan has been adopted. Employees who become too old to do the difficult jobs are sometimes retained and given easier duties to perform.
Chapter XII.
CONCLUSION

This study of the personnel policies of the Kansas City Structural Steel Company reveals a favorable system. The policies are not as highly organized as one might find in an older organization of its size. Undoubtedly the rapid growth of the Company accounts for the maintenance of such a close relationship between the executives and the workers. Its promotion policy has brought men to the top very rapidly and they have retained the worker's point of view to a very large extent.

Several of the men in charge of the hiring at present have been with the Company since it was organized. When these men must be replaced it would undoubtedly be advantageous for the men hiring to have a job specification sheet to help them in selecting employees, as there are a number of advantages which may be gained through the use of a well prepared job specification. Both the interviewer and the applicant can see what is needed to perform the job efficiently. Specification sheets are valuable in making critical comparisons of jobs for transfers, and promotions. The greatest advantage claimed for the use of a job specification sheet is that it places employment on a more scientific basis.

Companies which have 500 employees or more might find it advantageous to use written recommendations for
promotion and labor requisitions, especially if the workers are performing a wide variety of jobs. Such records can be used in predicting a labor supply which the Company may need in the future, as well as show the trend in the labor turnover. A statistical analysis of such figures will show points of strength or weakness in the personnel organization.

The Kansas City Structural Steel Company's method of securing its labor supply is very good. The filling of vacancies from within the organization is a good plan, but care must be taken to avoid nepotism and favoritism. It is a good policy to bring new blood into an organization occasionally.

The Company's safety policy appears to be very good from the excellent results obtained. The Kansas City Structural Steel Company has found it a good plan to pay a little more than the going wage. This undoubtedly is a contributing factor to its efficient personnel.

The labor problem has been handled so smoothly during the last few years that the Company has not felt it necessary to adopt any type of employee representation plan, unemployment plan or profit sharing plan. The Company has been taking an increasing interest in personnel problems and will undoubtedly adopt any new methods which are found to be desirable.
APPENDIX

Classification of Employees.

Shop Employees*

Shop Superintendent
Foremen
Templet Making
Shearing
   Operator, Helper
Punching
   Operator, Helper
Drilling
   Operator, Helper
Mill
   Operator, Helper
Rolls
   Operator, Helper
Riveting
   Riveter, Sticker, Bucker, Heater
Dishing
   Operator, Helper
Assembling
   Assembler, Helper
Caulking
Painter

* Blue Print Classification also gives employees name, clock number, rate of pay, foreman and a space for remarks is provided.
APPENDIX

Machinist

Machinist, Will Wright, Apprentice, Helper

Blacksmith

Blacksmith, Helper

Welding

Gas Welder, Electric Welder, Helpers

Bull Dozer

Operator, Helper

Ordinary Iron Workers

Worker, Helper

Inspector

Tool Room

Keeper, Tool maker, Air Tool Repair

Erection Tolls

Store Room Keeper

Load and Unload

Electric Crane Operator, Helper

Janitor

Watchmen

Repairmen

Car Stator

Safety Men

Oiler

Electrician

Hauling

Truck Driver, Helper, Mechanic
APPENDIX

Expedite
Bolt Pile
Marking
Marker, Helper

Accounting Department
Head of the department
Chief Auditor
Clerks
Accountants

Drafting Department
Chief Draftman (head of department)
Squad Bosses
Checkers
Draftsmen

Erection Department
Superintendent of Erection
Assistant Superintendents of Erection
Field Auditors
Pushers
Structural Workers

Sales & Engineering Department
- Sales Manager
Sales Engineer
Engineers
Salesmen
READINGS.

The following and other publications were read.

Profitable Personnel Practices
Personnel Management
Medical Care of Industrial Workers
Employee Magazines in the U. S.
Shop Management
Hiring the Worker
Factory Management Wastes
Personnel Administration
Time Study & Job Analysis
Linking Science & Industry
The Labor Market
Wage Scales & Job Evaluation
Human Factors in Industry
Personnel Publication
Journal of Personnel Research
Labor Management
Labor Relations
The Regularization of Employment

Bruere & Pugh
Bulverson, Geo. R.
Natl Industrial Conf. Board, Inc.
Natl Industrial Conf. Board, Inc.
Taylor, Frederick W.
Kelly, Roy W.
Whiteford, James F.
Tead & Metcalf
Lichtner, W. O.
Metcalf, Henry C.
Lescohier, Dan D.
Lott
Tipper
Am. Management Assoc.
Personnel Research Fed.
Hackett, J. B.
Feis, Herbert
Feldman, H.