Survey of Personnel Practices in Selected Industrial Organizations of Utah

George R. Clawson

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SURVEY OF PERSONNEL PRACTICES IN SELECTED INDUSTRIAL ORGANIZATIONS OF UTAH

by

George R. Clawson

A thesis submitted in partial fulfillment of the requirements for the degree of

MASTER OF SCIENCE

in

Industrial Education

UTAH STATE AGRICULTURAL COLLEGE
Logan, Utah

1954
ACKNOWLEDGMENT

The writer wishes to express appreciation to Professor William E. Mortimer for help and encouragement given during the compilation and preparation of this manuscript.

My thanks and sincere gratitude is also given to my wife, Margene A. Clawson, whose willing encouragement was an inspiration toward the completion of this study.

George R. Clawson
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INTRODUCTION

This study deals with the factors which were responsible for the origin of personnel functions in a selected group of industrial organizations in the State of Utah. Although material is available concerning the factors which affected the establishment of personnel functions in the United States in general, there is little information regarding these factors in any one region. For this reason, an area study should be of value.

The Problem

Statement of the problem. The purpose of this survey was to study the personnel departments in some of the more highly developed industrial organizations of the State of Utah and determine: (1) the factors responsible for the establishment of personnel functions; (2) when these functions were introduced; and (3) what general conclusions could be drawn regarding the factors affecting the origin of personnel functions in the State of Utah on the basis of this survey and background material.

Importance of the study. The factors affecting the establishment of personnel functions in a particular region need to be carefully considered because industries tend to cluster within a certain region. If data are available as to what factors affect personnel practices within that particular area, then efforts can be made to encourage and direct the initiation and expansion of the activities which are more important to industries needing these services.
Definitions of terms

Personnel departments. One or more persons who are employed by an organization to perform some or all of the following functions: employment, training, maintenance of personnel records, analysis of jobs and working conditions, administration of wage rates, bonus systems, vacation plans, health and safety programs, recreation, personnel research, public relations, and labor relations.

Industry. For the purpose of this study industry will be defined as the organization of men, machines, and processes, for the production of goods under conditions of modern society.

Interview schedule. A formal list or catalogue of pertinent elements designed to expedite and systematize the collection of data by means of the interview.

Methodology

The methods used. (1) Personal interviews with personnel department officials of a selected list of industrial concerns, using an interview schedule. (2) Examination of material found in libraries pertaining to the origin of personnel functions.

The techniques used. The interview schedule was constructed so as to secure information on the following functions: training, employment, administration of employee services and benefits, recreational activities, wage administration, union relations, personnel research, and public relations.

An interview schedule was given to the personnel director to which he could refer during the interview, and as comments were made on each policy the writer wrote them down. In every case the company personnel officials were most cooperative.
Historical background of personnel practices.

Many practices in a personnel department have their origin in a specific purpose with functions transferred to the department as a matter of duty and responsibility. Others are established as a matter of following community practice.

"The state of employee morale frequently balances on seemingly trivial matters—whether or not employees are permitted to smoke at certain times in certain places, whether or not certain types of absence are to be excused, with or without pay, whether or not an employee should be required to punch a time clock. Executives faced with decisions on such matters have found it helpful to know how others are handling similar situations within their own organizations."¹

Realizing the fact that these personnel policies do get transferred from one industry to another, The National Industrial Conference Board in 1937 published its first compilation of miscellaneous personnel practices taken from a very comprehensive nation-wide study.

Functions before 1920. An early personnel function of importance was accident prevention. This responsibility was delegated to management by the state governments in the form of the Workman’s Compensation Law. The first Workman’s Compensation Law passed in 1908 was for Federal employees. In 1914 New York passed a Workman’s Compensation Law. Between 1911 and 1915, most of the states enacted compensation laws. During these years management was faced with the task of reducing the number of accidents or paying the large penalty outlined in the law.²

The first World War was responsible for notable advancement in the field of training and labor relations. Improved methods of

training were introduced. In 1914, a section for industrial training was created by the Advisory Committee on Labor, which was formed as a part of the council of National Defense. The section was established to encourage training for war industries.\(^3\) Labor relations, as a specialized field, also became more prominent. Trade unionism began to grow and management was forced to consider this phase of personnel administration. This resulted in many cases in hiring a specialist in the field of labor relations.

The government’s action in creating the War Labor Board in 1918 was also influential in management’s changing viewpoint toward labor. The Board was granted the power to act as a final conciliator and mediator in regard to the following principles: ..."the right to organize; maintenance of current labor standards; equal pay to men and women for equal work; hours of labor conducive to health and welfare; maximum production; utilization of existing facilities to distribute labor; maintenance of local labor practices; and finally, the right of labor to a living wage."\(^4\)

Labor relations were further emphasized in 1919 when governmental controls were relaxed and a series of post-war strikes occurred. 

**Functions between 1920 and 1930.** During the recession of 1920–21, when many companies abandoned their personnel departments, the research function became quite important. It was realized that a re-evaluation and analysis of existing personnel policies was necessary.\(^5\)


\(^4\) Ibid., p. 12.

Research activities were conducted by the Worker's Education Bureau of America, the Personnel Research Federation, the Industrial Relations section at Princeton University, and the Labor Bureau, Inc., which was established by organized labor. It was also during this period that the Government, realizing the importance of personnel research, began to encourage this function.6

The American Management Association was founded during the 20's. It was organized in 1923 as an outgrowth of the National Association of Corporation Training, the National Association of Employment Managers, and the National Personnel Association.7 The establishment of the American Management Association was an important factor in the development of personnel practices since it encouraged the growth and expansion of personnel functions. It also emphasized the necessity for a sound organization in personnel administration.

functions between 1930 and 1940. The enactment of the Wagner Act in 1935 required collective bargaining when the majority of workers, who voted in an election, specified a union as a bargaining agent. As a result of this act, labor relations became one of the most important phases of personnel work.

Many companies hired personnel directors to administer union relations. Grievance procedures, job evaluations, etc., were developed in order to minimize misunderstandings with the unions. At the same time, many companies, which did not want unions, began welfare work for their employees and added numerous benefits in hopes of combating the unions.8

The depression of the Thirties turned management's attention to security for labor and to more selective methods of hiring. Management realized that they could not afford to lose money employing persons who were not capable, therefore they developed more selective methods of hiring. Some of the things incorporated in their programs were psychological testing and the requirement of a physical examination upon induction. Many companies also developed security plans in order to give employees financial aid.

Functions between 1940 and the present time. World War II was instrumental in the origin and expansion of several personnel functions. Training, employment, and testing are some which will be discussed.

Training was started in many plants and developed extensively in some of them. Some companies expanded to the point where a training program was essential for efficient operation. Other organizations found it necessary to reorganize the established training program in order to accommodate the influx of new workers under the war industry expansion. Also in many companies, specialized training was required for new jobs created as a result of World War II. The Carnegie Illinois Steel Corporation affords an example of a company which started a training program during this time. The program was established in December 1941 to train employees for new jobs and for replacements.10

The employment function also became quite important during this period. Recruitment became essential in many companies due to the labor shortage. Because of draft laws, priorities, and other increased paper work connected with the war, many new employees were brought into the personnel department to handle these records alone. Selective

methods of hiring were necessary to screen out the incompetent applicants. A more extensive use was made of exit interviews as a means of reducing labor turnover.

Many employee benefits and services originated and expanded during the war because management wanted to attract and retain a working force. The establishment of cafeterias is an example of one such service. Other similar benefits and services included recreation, housing assistance, counseling, health and safety programs, pension plans, etc.

Since World War II there has been a continued growth and expansion of personnel functions. The following factors account for this development: The prosperous conditions which have prevailed since the war; the reconversion of industries; the growth of union organizations; changes in the law; the establishment of agencies to aid the veteran in problems of readjustment; and a natural evolution and spread of personnel practices as a result of the war, the unions, and, still greater, an increasing realization of the importance of personnel work.
REVIEW OF LITERATURE

Through its Studies in Personnel Policies the National Industrial Conference Board continuously makes detailed surveys of individual practices within the field of personnel administration. In 1937, the Conference Board published its first compilation of miscellaneous personnel practices in factory and office in which data on a large number of practices were presented in tabular form. Revisions were published in 1940, 1943, and 1948. Material has been added with each revision so that the 1948 edition embraces a very much broader area than that originally covered.

In all three editions, data were presented as they related to two groups—wage earners and salaried employees. Practices were correlated to this system of wage payment since this seemed to be an influential factor in policy determination.

The Conference Board felt that information on the large number of company practices desired for this study would be too much to ask of its cooperators. Thus, the necessary inquiries were divided into six parts, and each part was sent to a different group participating in the survey. The companies in each group were chosen so as to be representative of different types of industry and of different sizes of establishments. The smallest group was made up of 360 companies, the largest, 474, with an average group size of 413 companies contributing material. The information submitted by each of the groups thus presents a good cross section of company practice relative to the subjects included in its part of the survey.
A total of 2,479 companies, having approximately five million employees, provided the information on personnel practices which is analyzed and tabulated in this study.

Elmer W. Earl, Jr., of the Management Research Division of the Conference Board, in the foreword of *Personnel Practices in Factory and Office, II*, stated:

There is seldom a universal rule which can be applied in solving a question of personnel practice. This report, therefore, should not always be considered as an infallible guide for those who want to know "What is the best way of doing it?"

The purpose of this study is therefore twofold:

1. To present accurately and authoritatively the degree to which American industrial plants and business offices adhere to new and old personnel practices.

2. To suggest that this information be used primarily to answer the question "How is it being done?" and to stress the fallacy of believing that the answer to this question is also the final solution to the more vital question "What is the best way of doing it?"\(^1\)

On the back page of *Studies in Personnel Policy*, No. 88, there is a complete list of all the periodic studies in personnel policy made by The National Industrial Conference Board. These studies are not all as comprehensive as *Personnel Practices in Factory and Office II*, but are detailed surveys of individual practices. Some of these Studies in Personnel Policy recently published by The Conference Board are:

No. 31 Employee Publications
No. 36 Training White Collar Employees
No. 37 Selecting, Training and Upgrading Supervisors, Instructors, Production Workers
No. 38 Employment Procedures and Personnel Records
No. 39 Employee Rating

---

Professor Richard P. Calhoon, now faculty member of the Personnel Administration department at the University of North Carolina, conducted an extensive survey of nearly 600 Personnel Administration departments of various industries in the course of preparing for his book, Problems in Personnel Administration.3

This book of Professor Calhoon's is a major contribution in the field of personnel administration. Many topics not usually treated, or discussed only briefly, are here considered at some length: work load and job assignment, writing and administering policies and procedures, problems of interpreting legislation, the personnel administration and collective bargaining, methods of developing and effectuating a personnel program, problems of safety administration, and women in personnel work.

Some of the findings in the study by Mr. Calhoon are compared with the findings of this Utah study in the section on results of the study.

The Associated Industries is a manufacturers' organization in the industrial relations field in the greater Cleveland area. Each year this organization conducts a survey on the region's manufacturing personnel policies. As Cleveland's industries are diverse and many, and as no single union or manufacturer dominates the scene, the results are a fairly accurate reflection of industrial America's personnel policies.

2. Ibid., p. 77.
In the 1951 study some 300 manufacturers participated, and they employ more than 159,000 hourly workers. A review of the results of this study should prove helpful to executives of companies and students of personnel administration, for it will, in some cases, reveal weaknesses that can be remedied, and it will also indicate in many instances the underlying causes of the evolution of particular personnel policies.

It is on the statistics of this AIC study that George Piccoli and Hubbard C. Capes based the conclusions of their article in Personnel, "Industrial Relations and the Small Company."4

RESULTS OF THE STUDY

No simple answer to any personnel question is readily available. In numerous cases it has been found that grievances are protesta-
tions against company personnel practices which embrace such general
subjects as credit unions, transfers, absences from work, plant
privileges, and many others. These problems are fairly common in
the personnel programs of most companies. For that reason it has
been possible to survey these company practices and determine the
extent to which they affect a large body of Utah workers.

Companies interviewed by the present writer were limited to those
having a minimum of 150 employees. It was thought that companies
employing fewer than this number would have few if any established
personnel policies, and in most cases would probably not have a personnel
department as such.

Companies included in this study were chosen from a complete list
of organizations belonging to the Utah Manufacturers Association.
They were selected according to size as recommended by three members
of the writer's Master's program committee.

Personnel policies considered were chosen from those used in
similar studies, and those considered important in personnel adminis-
tration textbooks. Several were selected because they were in The
Conference Board survey. By including these policies considered in
this nation wide survey, it was possible to make a comparison of the
Nation's policies to those of Utah.
To aid in showing the number of companies of an industry having a particular practice, the companies were classed in one of the following industries: manufacturing, refining, packing, sales, or utility.

Included in the manufacturing industry group were companies devoted to can manufacturing, heavy equipment fabrication, machine manufacturing, cement processing, and steel fabrication.

The companies in the refining industry group were in mining, milling, smelting, refining, and in both oil marketing and refining.

Two sugar processing companies with a fruit packing and a meat packing company were considered for the purpose of this study as packing companies.

Representing sales were two retail stores, and three wholesale hardware distributors, while a newspaper, an electrical power supply company, and a fuel supply company were considered utilities for tabulation purposes.

The tables presented in this study, showing the personnel practices affecting twenty-one companies representing over 20,000 factory and office workers, should accurately reflect prevailing Utah practice.

The approach to the detection of possible sore spots in the personnel program or to the satisfactory solution of problems in industrial relations should be as scientific as the approach to problems in production, sales, corporate finance, or in the development and marketing of a new product.

"Some initial progress may be made by referring to the action followed by other companies, but eventual success depends largely on an analysis and treatment of the case.
in the light of local conditions and accepted principles of personnel administration and policy."

It is suggested that this information be used primarily to answer the question "What is being done?" and not the more vital question, "What is the best way of doing it?"

Out of twenty-one organizations included in the study there were four that did not have a formally organized personnel department. In these four cases, where there was no personnel director, an official from management was interviewed in place of the personnel director. Most of the personnel departments were organized just previous to the Second World War; however, it is significant in the recent expansion and development of industry in Utah that just under twenty-five per cent of the departments have been organized since the War.

Training functions

Table 1. Orientation practices in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No. % Mfg. Refining Packing Sales</td>
</tr>
<tr>
<td>Have orientation program</td>
<td>18 86 3 4 3 5 3</td>
</tr>
<tr>
<td>Have no orientation program</td>
<td>3 14 2 1</td>
</tr>
<tr>
<td></td>
<td>21 100</td>
</tr>
</tbody>
</table>

What departments have orientation

1. All departments                                    | 11 61 1 4 4 3                     |
2. Just manufacturing                                | 7 39 2 1 3 1                       |

Table 1. Cont'd. Orientation practices in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No.</td>
</tr>
<tr>
<td>Reasons for starting orientation</td>
<td></td>
</tr>
<tr>
<td>1. Get acquainted</td>
<td>8</td>
</tr>
<tr>
<td>2. More efficiency</td>
<td>5</td>
</tr>
<tr>
<td>3. Nature of job</td>
<td>5</td>
</tr>
<tr>
<td>Period in which practice originated</td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>15</td>
</tr>
<tr>
<td>2. War</td>
<td>2</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>18</td>
</tr>
</tbody>
</table>

This study has very clearly pointed out that the companies of Utah are trying very hard to keep in stride with older industrialized centers of the nation, and in many cases are ahead in terms of some personnel policies. Good employee-employer relations has always been something to strive for, and a formal orientation program has been found to be one method of obtaining this desired relationship.

In many of the companies interviewed, a whole day and sometimes two or three were devoted to the orientation program. Here the new employee was introduced to his immediate supervisor, those of the department with whom he would have direct contact, and personnel of any department with which he would deal directly. Meetings were held in instances where several were inducted at the same time, and top management was called in along with others in the organization to
help new employees get acquainted. Handbooks on credit unions, life insurance, vacation plans, and other employee benefits were handed to the new inductee to assist in gaining an early understanding of company policy.

Table 2. On-the-job training practices in Utah

<table>
<thead>
<tr>
<th>Practice, reasons for practice, and period of origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td>Have on-the-job training</td>
<td>17</td>
</tr>
<tr>
<td>Have no on-the-job training</td>
<td>4</td>
</tr>
<tr>
<td>What departments have on-the-job training</td>
<td></td>
</tr>
<tr>
<td>1. All</td>
<td>6</td>
</tr>
<tr>
<td>2. Only manufacturing</td>
<td>11</td>
</tr>
<tr>
<td>Reasons for starting on-the-job training</td>
<td></td>
</tr>
<tr>
<td>1. GI Bill</td>
<td>3</td>
</tr>
<tr>
<td>2. More efficiency</td>
<td>10</td>
</tr>
<tr>
<td>3. Job refresher</td>
<td>4</td>
</tr>
<tr>
<td>Period of origin of on-the-job training</td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>8</td>
</tr>
<tr>
<td>2. War</td>
<td>8</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>1</td>
</tr>
</tbody>
</table>

| The percentage shown in Table 2 regarding the number of industries using on-the-job training does not show a complete picture. Only four |
companies out of the study group had a full-time formal training program. The rest indicated a periodic unorganized training set up.

The range in the number of people employed in the various companies interviewed was quite large. This and the type of industry were two important factors limiting the training programs. In general, the manufacturing concerns hired previously trained personnel except where a very comprehensive training program has been developed as in the larger industries, such as oil refining and mining. In one company specifically, great attention is paid to five major types of training: supervisory-personnel development, occupational refresher, on-the-job, apprentice training, and safety training. Safety training was given emphasis in all training programs.

One personnel administrator said his company's training program was a planned technique of imparting habits and skills to employees. The emphasis was on planned techniques. In this case training was not a trial and error attempt to develop skills.

In connection with this aspect of training in industry, mention should be made of the attempts to supplement certain plant training facilities. Several different companies encouraged their personnel to attend evening school in the various accredited universities in the state by paying all or part of their tuition upon completion of the course. Here the employee would not be required to take only those courses pertaining to his chosen work, but could develop himself further in any field of his choice.

Another fine policy followed very closely by a certain organization is that of offering to two sons of any of the employees of the organization engineering scholarships in any accredited college of the state. These boys are chosen yearly and on the basis of merit.
Table 3. Supervisory training practices in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td>Have supervisory training</td>
<td>16</td>
</tr>
<tr>
<td>Have no supervisory training</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>21</td>
</tr>
<tr>
<td>Method of training</td>
<td></td>
</tr>
<tr>
<td>1. Conference</td>
<td>7</td>
</tr>
<tr>
<td>2. Special courses</td>
<td>4</td>
</tr>
<tr>
<td>3. Lectures</td>
<td>4</td>
</tr>
<tr>
<td>4. Group discussion</td>
<td>4</td>
</tr>
<tr>
<td>5. Outside trainers</td>
<td>1</td>
</tr>
<tr>
<td>Reasons for starting supervisory training</td>
<td></td>
</tr>
<tr>
<td>1. Better relation</td>
<td>8</td>
</tr>
<tr>
<td>2. Teach foremen</td>
<td>9</td>
</tr>
<tr>
<td>3. Union</td>
<td>1</td>
</tr>
<tr>
<td>4. War Man-power shortage</td>
<td>1</td>
</tr>
<tr>
<td>Period of Origin of supervisory training</td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>6</td>
</tr>
<tr>
<td>2. War</td>
<td>6</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>4</td>
</tr>
</tbody>
</table>

Out of the twenty-one companies interviewed, seventy-six per cent stated that they had some type of supervisory training. (see Table 3). In most cases there was no formal program, it was entirely up to the
desire of the department head as to whether or not he would call in
his supervisors for a training session. In very few cases did the
company have an individual designated specifically as a trainer.
Some of the industries brought their supervisors together each month
to talk over any new problems that may have arisen, yet a formal
training class was not held.

The National Industrial Conference Board survey of the nation
shows 37 per cent of the companies as having supervisory training,
while 76 per cent of Utah's companies have this training practice.
Though a high percentage have indicated a limited supervisory training
program they are far behind the nation in some aspects of the program.
Utah has a Personnel Training Association, as many industrial centers
of the Nation have, and membership in the organization has been
extended to all personnel departments of the state. Comparatively
few companies, however, are members of the training organization.
This reflects the thoughts of several personnel managers, that the
Training Association has just been newly organized, and they are
waiting to see what it will develop into before they join. Forward
looking companies are members now, and are making it develop into
what they want the association to be.

Employment functions

Table 4. Recruitment practices in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No.</td>
</tr>
<tr>
<td>Have employee recruitment</td>
<td>18 86 4 3 4 4 3</td>
</tr>
<tr>
<td>Have no employee recruitment</td>
<td>3 14 2 1</td>
</tr>
<tr>
<td></td>
<td>21 100</td>
</tr>
</tbody>
</table>
Table 4. Con't. Recruitment practices in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No.</td>
</tr>
<tr>
<td>Type of Recruitment</td>
<td></td>
</tr>
<tr>
<td>1. Newspaper advertisement</td>
<td>9</td>
</tr>
<tr>
<td>2. Contact with employees</td>
<td>1</td>
</tr>
<tr>
<td>3. State agency</td>
<td>9</td>
</tr>
<tr>
<td>4. Prospective file</td>
<td>6</td>
</tr>
<tr>
<td>5. Private agency</td>
<td>7</td>
</tr>
<tr>
<td>6. School survey</td>
<td>2</td>
</tr>
<tr>
<td>7. L.D.S. Church employment service</td>
<td>5</td>
</tr>
<tr>
<td>Reasons for starting employee recruitment</td>
<td></td>
</tr>
<tr>
<td>1. Labor shortage</td>
<td>1</td>
</tr>
<tr>
<td>2. Improve selection</td>
<td>6</td>
</tr>
<tr>
<td>3. Maintenance of force</td>
<td>11</td>
</tr>
<tr>
<td>Period of origin of recruitment practice</td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>11</td>
</tr>
<tr>
<td>2. War</td>
<td>5</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>2</td>
</tr>
</tbody>
</table>

As Table 4 shows, eighteen out of the twenty-one companies included in this study have acknowledged that they have some type of employee recruitment. In most every case it is used to a very limited
extent. Since industrialization started in Utah there has been an ample working force available, with one exception, and that was during the period of World War II. In this period various companies entered into recruitment practices which were different from their normal program. Representatives of the industry were sent into foreign countries to recruit labor. Many foreign employees were brought back creating other personnel problems. Men trained in job and language had to be brought in to supervise, direct, and train these foreign employees.

In Utah the predominant church group also has an employment program and the industrial organizations are invited and encouraged to draw from this source. Private agencies are widely used because of their screening and testing programs. Relying on private agencies is becoming popular especially in the employment of office personnel. The testing program used by these agencies in many cases is the only screening received by prospective employees of various companies.

The packing industry of the area is unique in its recruitment practices, for it relies almost entirely upon a school survey taken in the spring, and the maintenance of an active prospect file. This is made necessary due to the high seasonality of the industry. The prospect file is a card file on all previous employees. A post card is sent to the previous employee telling him when his service is needed, and asking him to reply as to whether or not he will return.

It is popular among some industries to send top management representatives to the several universities of the state to spend several days interviewing prospective graduates. This is done sometimes upon the invitation of the school departments to assist in the placement of their graduates.
Table 5. Testing Procedure in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No.</td>
</tr>
<tr>
<td>Have testing program</td>
<td>6</td>
</tr>
<tr>
<td>Have no testing program</td>
<td>15</td>
</tr>
<tr>
<td>Type of test given</td>
<td></td>
</tr>
<tr>
<td>1. Personality</td>
<td>1</td>
</tr>
<tr>
<td>2. Dexterity</td>
<td>1</td>
</tr>
<tr>
<td>3. Clerical</td>
<td>4</td>
</tr>
<tr>
<td>4. Interest</td>
<td>1</td>
</tr>
<tr>
<td>5. Aptitude</td>
<td>4</td>
</tr>
<tr>
<td>6. Intelligence</td>
<td>1</td>
</tr>
<tr>
<td>Reasons for starting testing program</td>
<td></td>
</tr>
<tr>
<td>1. Avoid misfits</td>
<td>5</td>
</tr>
<tr>
<td>2. Aid present employees</td>
<td>2</td>
</tr>
<tr>
<td>3. Aid transfer</td>
<td>1</td>
</tr>
<tr>
<td>4. Aid placement</td>
<td>1</td>
</tr>
<tr>
<td>Period in which testing originated</td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>1</td>
</tr>
<tr>
<td>2. War</td>
<td>3</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>2</td>
</tr>
</tbody>
</table>

Testing in the state is limited almost entirely to one industry, except for a few scattered attempts in only a few areas. Two companies had tried it previously, but had given it up, stating that it was too
costly in terms of return on investment. Others of the representative group depended upon the screening and testing facilities of various private employment agencies.

It was thought by one personnel manager in particular that the different psychological tests are not adequate for use in industry. It was his opinion that a girl may perform exceptionally well on a typewriter for the required five minutes of the test, but this was no indication as to whether or not she could do the work required for a full day. Though this exact thought was expressed by one manager this view concerning psychological testing was expressed by several.

One of the major companies had a very extensive testing program in comparison to the limited practices of the majority.

Table 6. Transfer practices in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No.</td>
</tr>
<tr>
<td>Have transfers</td>
<td>17 81</td>
</tr>
<tr>
<td>Have no transfers</td>
<td>4 19</td>
</tr>
<tr>
<td>Type of transfers</td>
<td>21 100</td>
</tr>
<tr>
<td>1. Extensive</td>
<td>5 34</td>
</tr>
<tr>
<td>2. Limited</td>
<td>12 71</td>
</tr>
<tr>
<td>Reasons for starting transfer procedure</td>
<td></td>
</tr>
<tr>
<td>1. Promotion</td>
<td>14 82</td>
</tr>
<tr>
<td>2. Aid personnel with problems</td>
<td>13 77</td>
</tr>
<tr>
<td>3. Union contract</td>
<td>5 34</td>
</tr>
<tr>
<td>4. Take care of Department need</td>
<td>1 6</td>
</tr>
</tbody>
</table>
Table 6. Con't. Transfer Practices in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No.</td>
</tr>
<tr>
<td>Period of origin of practice</td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>13</td>
</tr>
<tr>
<td>2. War</td>
<td>1</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>17</td>
</tr>
</tbody>
</table>

Seventy-six per cent of the companies having had transfer practices since pre-war days, shows that in this respect as in others, personnel management has been forward looking in up-grading conscientious employees. Extensive transferring, and limited transfer practices as shown in Table 6 have reference to transferring from plant to plant within a company and from one department or position to another within a plant.

Due to the influence of labor unions, rules governing transfer practices have become more stringent, and now instead of an opening being filled merely by merit rating, the position must be open for bid to those of highest seniority. This has had a tendency to restrict transfers almost entirely to the particular company.

Table 7. Exit interview procedure in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No.</td>
</tr>
<tr>
<td>Have exit interview</td>
<td>17</td>
</tr>
<tr>
<td>Have no exit interview</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>21</td>
</tr>
</tbody>
</table>
Table 7. Con't. Exit interview procedure in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td>Are interview conducted with all employees?</td>
<td></td>
</tr>
<tr>
<td>1. Yes</td>
<td>6</td>
</tr>
<tr>
<td>2. No.</td>
<td>11</td>
</tr>
<tr>
<td>Reasons for starting interviews</td>
<td></td>
</tr>
<tr>
<td>1. Find reason person leaves</td>
<td>11</td>
</tr>
<tr>
<td>2. Find out Dept. conditions</td>
<td>3</td>
</tr>
<tr>
<td>3. Public relations</td>
<td>7</td>
</tr>
<tr>
<td>4. Complete insurance forms</td>
<td>3</td>
</tr>
<tr>
<td>5. Unemployment Compensation law</td>
<td>10</td>
</tr>
<tr>
<td>When originated</td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>7</td>
</tr>
<tr>
<td>2. War</td>
<td>7</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>3</td>
</tr>
</tbody>
</table>

Only one out of seventeen companies having an exit interview had an organized interview schedule to follow. Some of the questions asked of the interviewee were: Have you negotiated or accepted other employment? Are you dissatisfied with the pay received? Do you feel that you have been fairly treated? Are you having difficulties outside the job? Has someone discussed with you the possibility of transferring to another position within the company?
A certain personnel administrator spoke of this type of interviewing with this point of view, "There is danger in placing undue emphasis on exit interview data, for there is the old temptation to generalize on a few cases." It is also possible that the interviewer has in many cases been unable to get at the real cause for leaving. It has been facetiously said that there are three reasons why an employee leaves—the one he gives the supervisor, the one he tells the personnel department, and the real reason.

**Employee services and benefits**

Table 8. Group life insurance plans in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>No. %</td>
</tr>
<tr>
<td>Have group life insurance</td>
<td>21 100</td>
</tr>
<tr>
<td>Have no group life insurance</td>
<td>0 0</td>
</tr>
<tr>
<td></td>
<td>21 100</td>
</tr>
<tr>
<td>Does the company pay the complete premium</td>
<td>21 100</td>
</tr>
<tr>
<td>1. Yes</td>
<td>3 14</td>
</tr>
<tr>
<td>2. No</td>
<td>18 86</td>
</tr>
<tr>
<td></td>
<td>21 100</td>
</tr>
<tr>
<td>Reasons for starting group life insurance</td>
<td>21 100</td>
</tr>
<tr>
<td>1. Added benefit</td>
<td>21 100</td>
</tr>
<tr>
<td>2. Hold and recruit employees</td>
<td>3 14</td>
</tr>
<tr>
<td>Period in which group life insurance originated</td>
<td>21 100</td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>10 47</td>
</tr>
<tr>
<td>2. War</td>
<td>8 38</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>3 15</td>
</tr>
<tr>
<td></td>
<td>21 100</td>
</tr>
</tbody>
</table>
It is important to note the high percentage of industries having a good life insurance program for the whole group, and also the fact that a majority have added this benefit in the last few years.

In most cases insurance may be had in accordance with amount of pay. One interesting plan was known as Company Life Insurance. There was no policy and no premiums to pay, but if an employee should die, the beneficiary would receive insurance from the company. The amount received depended upon the salary and length of service of the deceased.

The return of paid-in premiums upon leaving a company is often as important to a person as the insurance protection he received while with the company. This severance dividend, as well as many others, makes Utah's insurance plans very high in quality.

Table 9. Health, accident, and hospitalization plans in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No.</td>
</tr>
<tr>
<td>Have health, accident, and hospital insurance</td>
<td>18</td>
</tr>
<tr>
<td>Have no health, accident and hospital insurance</td>
<td>3</td>
</tr>
<tr>
<td>Some benefits included in various plans</td>
<td></td>
</tr>
<tr>
<td>1. Hospitalization</td>
<td>18</td>
</tr>
<tr>
<td>2. Maternity</td>
<td>12</td>
</tr>
<tr>
<td>3. Surgical</td>
<td>16</td>
</tr>
<tr>
<td>4. Money benefit if out of work</td>
<td>10</td>
</tr>
<tr>
<td>5. Medical</td>
<td>16</td>
</tr>
</tbody>
</table>
### Table 9. Con't. Health, Accident, and Hospitalization Plans in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reasons for starting this type of plan</td>
<td>Total No. % Mfg. Packing Refining Utility Sales</td>
</tr>
<tr>
<td>1. Employee benefit</td>
<td>16  89  4  4  3  4  3</td>
</tr>
<tr>
<td>2. Attract and hold employees</td>
<td>5  36  2  1  2</td>
</tr>
<tr>
<td>Period of origin of this plan</td>
<td>1. Pre-war  9  50  4  2  1  2</td>
</tr>
<tr>
<td>2. War</td>
<td>5  27  2  3</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>4  23  2  1  1</td>
</tr>
<tr>
<td></td>
<td>18  100</td>
</tr>
</tbody>
</table>

As with group life insurance, some of the companies take care of all the insurance premium, and others pay only a substantial part. Throughout the organizations, premium rates were considered to be quite low in view of the many benefits available in the plans. Since the Second World War various companies have revised their policies, bringing into them a wider spread of benefits and building up the desire for more employees to get into the program.

It was thought by some personnel managers that these fringe benefits had a tendency to make the labor market more rigid. They also attributed to this fact the low turnover of labor in Utah.
Table 10. Retirement plans in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No.</td>
</tr>
<tr>
<td>Have retirement plan</td>
<td>15 70</td>
</tr>
<tr>
<td>Have no retirement plan</td>
<td>6 30</td>
</tr>
<tr>
<td>Reasons for starting retirement program</td>
<td>21 100</td>
</tr>
<tr>
<td>1. Supplement Social Security</td>
<td>12 80</td>
</tr>
<tr>
<td>2. Reward loyal employees</td>
<td>7 47</td>
</tr>
<tr>
<td>3. Moral obligation</td>
<td>2 13</td>
</tr>
<tr>
<td>Period in which retirement plan originated</td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>7 46</td>
</tr>
<tr>
<td>2. War</td>
<td>4 27</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>4 27</td>
</tr>
<tr>
<td></td>
<td>15 100</td>
</tr>
</tbody>
</table>

Present Social Security benefit rates are not adequate for a family to retire on comfortably, according to responses received. Eighty per cent of the companies with retirement plans have stated this to be so, and to supplement the Government program they have worked out their individual plan. Several companies are in the process of revamping their plan, while still others in the near future will inaugurate an original plan.

One concession that is offered in only a limited number of companies is that of returning paid-in premiums should a person of necessity and not through misconduct leave the company. Rather than
have a formal retirement plan, some companies agree not to let employees leave without adequate income.

Table II. Service awards in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No.</td>
</tr>
<tr>
<td>Have Service awards</td>
<td>15</td>
</tr>
<tr>
<td>Have no service awards</td>
<td>6</td>
</tr>
</tbody>
</table>

Type of service award given:

1. Service pin                                         14        | 94   | 2    | 4        | 2       | 3       | 3       |
2. Honor dinner                                       1         | 7     |      |          |         |         | 1       |
3. Watches                                            3         | 20    |      |          | 3       |         |         |
4. Certificates                                       1         | 7     |      |          |         |         | 1       |

Reasons for starting to give service awards:

1. Show recognition                                   13        | 86   | 2    | 4        | 1       | 4       | 3       |
2. As a benefit                                       1         | 7     |      |          | 1       |         |         |
3. Incentive to remain with the company               1         | 7     |      |          |         |         | 1       |

Period in which practice originated:

1. Pre-war                                             12        | 80   | 3    | 2        | 4       | 3       |
2. War                                                 2         | 14    | 1    | 1        |         |         |         |
3. Post-war                                            1         | 6     | 1    |          |         |         |         |

Nearly all of the industries included in this study, show some type of recognition to the older employee. A lapel pin with some type of inscription is very common, and then after each succeeding five years
a diamond is added to the pin, an honor dinner is given, a gold watch is presented, and in some cases a one hundred dollar bond is given to the employee.

As shown in Table 11, most of these awards are as old as the company itself. Though the company may report a benefit of this type only as a method of showing recognition, it really has a two-fold purpose. Just as a good retirement program moves to increase employment stability, so does the offering of a service award. This thought was expressed by several managers of personnel.

Service awards going most often to the salaried employee should be considered too and various personnel managers made mention of it in the interviews. Turnover on salaried jobs is more expensive than on operating jobs so that moves to increase employment stability on the salary level are very much worth while.

The pros and cons of recognizing long-service employees by some special dinner or twenty-five-year-service club, token or pin run as follows. In favor of the practice are the desire to show regard for those who have been with the organization over a long period; the fact that it may be good public relations; the incentive it offers for employees to remain with the organization as a good place to work; and the fact that employees like to be shown some special consideration. Opposed to any recognition are the ideas that the older people grow, the less many of them want attention called to the fact; that some who receive recognition may be unworthy employees who are retained because of a feeling of responsibility; that any recognition would be insignificant in relation to service; and that older employees have fully accepted the company and concentrated attention to younger employees is needed. Some companies feel that unless more tangible recognition than a pin is
feasible, nothing should be done. In other words, there should be a
worth-while cash bonus or gift. Large, stable companies have objected
because of cost, especially if, with a high percentage of long-service
employees, awards begin with twenty or twenty-five years.²

How soon should service recognition begin? If there are to be
any pins or dinners, it appears that companies err at both ends of the
service recognition scale. Recognition for less than five years of
service seems to cheapen the entire recognition schedule although some
organizations do award pins for two years of service.³

Table 12. Bonus systems, and combined vacation plans and bonus
systems in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
<th>Total</th>
<th>Mfg.</th>
<th>Refining</th>
<th>Packing</th>
<th>Utility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have vacation and bonus system combined</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have bonus as an independent system</td>
<td>11</td>
<td>52</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Have no bonus system</td>
<td>10</td>
<td>48</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Bonus is based on which of these factors?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Length of service</td>
<td>1</td>
<td>9</td>
<td></td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>2. Service and earnings</td>
<td>2</td>
<td>18</td>
<td>1</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>3. Production profits</td>
<td>8</td>
<td>73</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>4. Earnings</td>
<td>5</td>
<td>45</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

². This shows up in the Conference Board study. 20 companies out of
106 employing under 250 gave length-of-service bonuses to hourly
workers; only 5 companies out of 178 employing over 1000 hourly
workers gave such bonuses. Studies in Personnel Policy No. 88,
³. See Table 117, Ibid., p. 39. Only 40 per cent of the 360 companies
reporting awarded insignia in recognition of company service. Periods
for beginning recognition ranged from one to fifty years, but 43.6
per cent of those with awards began at five years.
Table 12. Con't. Bonus systems, and combined vacation plans and bonus systems in Utah

<table>
<thead>
<tr>
<th>Practice, reasons for practice, and period of origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td>Reasons for starting bonus system</td>
<td>No. %</td>
</tr>
<tr>
<td>1. Benefit</td>
<td>10 91</td>
</tr>
<tr>
<td>2. Type of wage increase</td>
<td></td>
</tr>
<tr>
<td></td>
<td>11 100</td>
</tr>
<tr>
<td>Period in which bonus system originated</td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>8 72</td>
</tr>
<tr>
<td>2. War</td>
<td>3 28</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>0 0</td>
</tr>
<tr>
<td></td>
<td>11 100</td>
</tr>
</tbody>
</table>

Bonus systems among the companies interviewed are limited almost entirely to adding some small amount to the pay check at Christmas time. In most cases it depends entirely upon production profits, and as to whether or not the company officials feel they can afford it. The bonus system in several instances was the company's incentive plan. A standard amount to be accomplished in a prescribed period of time was set up for each person, and any amount accomplished beyond that standard would be awarded in a type of bonus. One type system was that of profit sharing, and in this case not less than the equivalent of eighty hours was given as a bonus, and ranging on up to three or four months.
Table 13. Vacation plans exclusive of bonus systems in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
<th>Total No. %</th>
<th>Mfg.</th>
<th>Refining</th>
<th>Packing</th>
<th>Utility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have vacation exclusive of bonus</td>
<td>21 100</td>
<td>5 4 4 5 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have vacation with regular pay</td>
<td>21 100</td>
<td>5 4 4 5 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vacation schedule based on service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. 1 year of service, 1 week of vacation</td>
<td>14 62</td>
<td>3 3 3 3 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Two years of service, two weeks of vacation</td>
<td>6 27</td>
<td>3</td>
<td>1 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. 15 years of service, 3 weeks of vacation</td>
<td>7 33</td>
<td>1 2 2 1 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. 1 year of service, 2 weeks vacation</td>
<td>6 27</td>
<td>2 1 1 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. 5 years of service, 2 weeks vacation</td>
<td>4 19</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reasons for Starting vacation plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Union contract</td>
<td>6 27</td>
<td>1 2 1 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Additional benefit</td>
<td>16 76</td>
<td>4 3 4 3 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Period in which vacation plan originated</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>16 76</td>
<td>4 4 4 2 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. War</td>
<td>5 24</td>
<td>1</td>
<td>1 3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Post-war</td>
<td>0 0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 13 shows that vacations in Utah are very popular. The different programs vary greatly in method of scheduling vacations.
In one company after six months of service a person could be scheduled for a two-week vacation, while in another for the same vacation, he would have to wait five years.

Few companies allow an employee to accumulate his vacation time, and then after a few years have an extended vacation. It was felt that this would be defeating one of the purposes of a vacation, that of getting a periodic rest out and away from the organization.

The theory that a vacation serves the two-fold purpose of reward for service and rest in preparation for future service has undergone considerable adjustment in the post-war years. During World War II it appeared sound that a person should be with an organization for a full year before receiving vacation pay and that it should be based on a percentage of his earnings so as to reward more fully those who had worked regularly. At that time, vacation pay was in effect a bonus with no time off.

There is little question but that two weeks' vacation will in the future be common practice for employees in general and not just for office employees. Objections to paid vacation for operating employees because of cost were overcome during World War II and subsequent years. The cost has now been absorbed, and the break-over to two weeks is definitely in the offing, dependent on business conditions. Even though a large number of organizations may continue to hold out for limiting two weeks' vacation to those with five years of service, and a few small organizations still provide no vacation at all, liberalization is well on the way.4

4. The majority (354) of personnel administrators in 1948 still favored one year of continuous service as an eligibility requirement for vacation pay although 100 felt that six months was adequate, and 35 had swung around to no special service but a percentage of total earnings. Ibid., question 41, p. 4.
Table 14. Suggestion systems in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Practice, and Period</td>
<td>Total No.</td>
</tr>
<tr>
<td>of Origin</td>
<td></td>
</tr>
<tr>
<td>Have suggestion</td>
<td>12</td>
</tr>
<tr>
<td>system</td>
<td></td>
</tr>
<tr>
<td>Have no suggestion</td>
<td>9</td>
</tr>
<tr>
<td>system</td>
<td>21</td>
</tr>
<tr>
<td>Type of Suggestion</td>
<td></td>
</tr>
<tr>
<td>system employed</td>
<td></td>
</tr>
<tr>
<td>1. Formal</td>
<td>6</td>
</tr>
<tr>
<td>2. Informal</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>12</td>
</tr>
<tr>
<td>Reasons for starting</td>
<td></td>
</tr>
<tr>
<td>suggestion system</td>
<td></td>
</tr>
<tr>
<td>1. Company benefit</td>
<td>2</td>
</tr>
<tr>
<td>2. Concern about</td>
<td>6</td>
</tr>
<tr>
<td>employee opinion</td>
<td></td>
</tr>
<tr>
<td>3. Encourage interest</td>
<td>7</td>
</tr>
<tr>
<td>in company</td>
<td></td>
</tr>
<tr>
<td>Period in which</td>
<td></td>
</tr>
<tr>
<td>system originated</td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>6</td>
</tr>
<tr>
<td>2. War</td>
<td>3</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>12</td>
</tr>
</tbody>
</table>

Out of the twelve companies having some type of suggestion system only three were really satisfied with the results they were getting. This feeling of dissatisfaction was in direct proportion to the amount of interest shown in the system, and the organization of the system used. In most cases the answer to the interview question was that the men know they are welcome to go to management whenever they want to and that no suggestion system is necessary.
Table 15. Plant publications in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of origin</th>
<th>Number of Companies in Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No.</td>
</tr>
<tr>
<td></td>
<td>%</td>
</tr>
<tr>
<td>Have a plant publication</td>
<td>11 52</td>
</tr>
<tr>
<td>Have no plant publication</td>
<td>10 48</td>
</tr>
<tr>
<td>Form of Plant publication</td>
<td></td>
</tr>
<tr>
<td>1. Magazine</td>
<td>11 100</td>
</tr>
<tr>
<td>How often is publication printed</td>
<td></td>
</tr>
<tr>
<td>1. Monthly</td>
<td>10 91</td>
</tr>
<tr>
<td>2. Bi-monthly</td>
<td>1 9</td>
</tr>
<tr>
<td>Reasons for starting publication</td>
<td></td>
</tr>
<tr>
<td>1. Disseminate company information</td>
<td>11 100</td>
</tr>
<tr>
<td>Period in which publication originated</td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>4 35</td>
</tr>
<tr>
<td>2. War</td>
<td>4 35</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>3 30</td>
</tr>
</tbody>
</table>

It seems as though companies having a company publication, have at least chosen to print the better type. Periodicals have an advantage over other forms of plant publicity if the magazines are taken home. They are read at leisure not only by the employee but by other members of the household.

One organization recently received high recognition from a National printing association for the appearance and quality of its publication.
Most of the publications were devoted partially to company problems, news of products or changes within the company, news of recreational groups, and employee chit-chat. It was thought by some personnel administrators that the good-will and morale-building instruments of several companies, devoted wholly to news about the company and people in the company, were not the best type of publications.

Table 16. Employee handbooks in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No. %</td>
</tr>
<tr>
<td>Have employee handbook</td>
<td>13 62</td>
</tr>
<tr>
<td>Have no employee handbook</td>
<td>8 38</td>
</tr>
<tr>
<td>In what form is handbook printed?</td>
<td>21 100</td>
</tr>
<tr>
<td>1. Pocket size</td>
<td>6 46</td>
</tr>
<tr>
<td>2. Bulletin form</td>
<td>9 70</td>
</tr>
<tr>
<td>Reasons for starting handbook publication</td>
<td></td>
</tr>
<tr>
<td>1. Transmit management information to employee</td>
<td>9 70</td>
</tr>
<tr>
<td>2. Aid in orientation program</td>
<td>6 46</td>
</tr>
<tr>
<td>3. Formal list of employee benefits</td>
<td>10 77</td>
</tr>
<tr>
<td>Period when handbook was first published</td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>3 24</td>
</tr>
<tr>
<td>2. War</td>
<td>5 38</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>5 38</td>
</tr>
</tbody>
</table>
It is important to note here that 38 percent of the companies publishing a handbook adopted the idea since the Second World War. This is significant in terms of the early acceptance of other practices. Even as late as this study, July 1953, several personnel administrators were in the process of writing and compiling a handbook for publication in the near future.

Most of the employee manuals printed would be useful in public relations and would be distributed throughout the community, to visitors, or to salesmen for demonstration purposes. Some of the larger companies included in the study issue a special booklet about company organization, history, and products. This is used for advertising, public relations, and employee relations.

It may appear strange that personnel administrators, in their opinion survey, rated employee handbooks the highest of nine different publicity media specified. Four hundred ninety-six out of 578 rated this technique "good" or better than other techniques. At the same time, only 101 out of 360 (28 percent) replies to the Conference Board survey used employee handbooks.

In comparing the thirteen out of twenty-one (62 percent) of Utah companies having an employee handbook with the 28 percent of the Nation, one important factor should be considered. Utah companies included in the survey were selected, and no doubt companies with personnel departments would have a higher percentage of handbooks than would companies picked at random, as were those of the Conference Board study.

Recreational Activities

Table 17. Organized employee parties and picnics in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td>Have company organized parties and picnics</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Have no company organized parties and picnics</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>21</td>
</tr>
<tr>
<td>Type of entertainment</td>
<td></td>
</tr>
<tr>
<td>1. Summer party</td>
<td>10</td>
</tr>
<tr>
<td>2. Christmas party</td>
<td>4</td>
</tr>
<tr>
<td>3. &quot;Lagoon Day&quot;</td>
<td>2</td>
</tr>
<tr>
<td>Does company have more than one type of entertainment?</td>
<td></td>
</tr>
<tr>
<td>1. Yes</td>
<td>5</td>
</tr>
<tr>
<td>2. No</td>
<td>8</td>
</tr>
<tr>
<td>Reasons for starting parties and picnics</td>
<td></td>
</tr>
<tr>
<td>1. Get employees &quot;closer&quot;</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Employee request</td>
<td>3</td>
</tr>
<tr>
<td>Period in which practice originated</td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>9</td>
</tr>
<tr>
<td>2. War</td>
<td>3</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>13</td>
</tr>
</tbody>
</table>

In general there was an attitude among the personnel people of the state that there were some very good reasons in favor of company
sponsored parties, yet there were also expressed comments in the negative. In reality most of the picnics being held are held only because they are tradition. Christmas parties were probably better attended because they were designed more for the children. The negative thought was rooted in the fact that when married men accompanied by their families got together with the young ladies of the company there was usually trouble. For this reason several companies discontinued having picnics and, in some cases, parties.

Table 18. Organized athletic teams in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No.</td>
</tr>
<tr>
<td>Have organized athletic teams</td>
<td>15 71</td>
</tr>
<tr>
<td>Have no organized athletic teams</td>
<td>6 29</td>
</tr>
</tbody>
</table>

Type of athletics

1. Baseball    | 7 50 | 2 | 1 | 2 | 2 |
2. Softball    | 7 50 | 2 | 1 | 2 | 2 |
3. Bowling     | 13 86 | 1 | 3 | 4 | 2 | 3 |
4. Basketball  | 4 26 | 1 | 2 | 1 |

Does company have more than one team

1. Yes        | 11 74 | 1 | 3 | 2 | 3 | 2 |
2. No         | 4 26 | 1 | 2 | 1 |

Reason for starting team

1. Foster morale | 15 100 | 2 | 3 | 4 | 3 | 3 |
2. Encourage physical development | 5 33 | 1 | 1 | 1 | 2 |
3. Employees asked for it | 7 50 | 1 | 1 | 2 | 2 | 1 |
The reasoning in favor of companies' encouraging recreational activities runs somewhat as follows: They present a common ground of mutual interest for employers and employees where they can work together and enjoy one another's company; they afford an opportunity for management to show interest in employees and in what they do without paternalism; employees, too, have an opportunity to see that supervisors and managers are not so bad—kind of human and even regular fellows; they are good for public relations; they are good for general morale; they are needed in small towns and rural areas where there are limited forms of recreation; they will take employees' minds off the union and away from their grievances against management; and they present a healthful type of diversion as opposed to some of the less desirable forms such as gambling and drinking which may be indulged in if there is nothing else to do. The increase of leisure time leaves more opportunity to devote to worth-while recreation, and if management does not help out in some fashion employees will be left to their own devices with little variety in entertainment.
Even though it is not shown in the table, it was thought by some that one of the important reasons for the establishment of some of the recreational programs was that of advertisement. Through the development of a good team and the publicity of a winning team, the company itself would gain.

It is significant that ten out of the fifteen companies having athletic teams in Utah have organized them during the Second World War or since that time. Bowling teams have become more popular since the War, while softball and basketball were tops during the War years.

**Wage Administration**

**Table 19. Use of merit rating as a basis for wage increase in Utah**

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Total No.</strong></td>
</tr>
<tr>
<td>Have merit rating as a basis for wage increase</td>
<td>17 81 5 2 3 5 2</td>
</tr>
<tr>
<td>Do not have merit rating as a basis for wage increase</td>
<td>4 19 2 1 1 1</td>
</tr>
<tr>
<td>Is merit rating used exclusively as a basis for wage increase?</td>
<td></td>
</tr>
<tr>
<td>1. Yes</td>
<td>3 18 3</td>
</tr>
<tr>
<td>2. No</td>
<td>12 71 4 1 3 2 2</td>
</tr>
<tr>
<td>3. Some departments</td>
<td>2 11 1 1</td>
</tr>
<tr>
<td>Is seniority considered with merit rating?</td>
<td></td>
</tr>
<tr>
<td>1. Yes</td>
<td>10 59 4 1 3 2</td>
</tr>
<tr>
<td>2. No</td>
<td>7 41 1 1 3 2</td>
</tr>
</tbody>
</table>
Table 19. Con't. Use of merit rating as a basis for wage increase in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>No. %</td>
</tr>
</tbody>
</table>

Reasons for start in using merit rating as a basis for wage increase

1. Supplement job analysis
   - 11 65 4 1 3 1 2
2. Basis for reliable judgement
   - 6 35 1 1 3 2

Period in which use of merit rating originated

1. Pre-war
   - 7 41 1 2 2 2
2. War
   - 9 53 4 1 2 2
3. Post-war
   - 1 6 1 17 100

Merit rating, sometimes known as service rating or employee rating, is the term used here to cover the over-all evaluation of employee performance and capabilities. Rating in Utah consists of a periodic supervisory evaluation of employees, and in many cases is not formal, and is quite haphazard.

It was expressed by certain personnel administrators that there were few "pure" methods of service rating for the best ones combine desirable aspects of other systems. There is no universal agreement as to the one best method. This is a handicap to the study of merit ratings as it tends to confuse and mislead companies inquiring about such systems.

Criticisms of formal rating systems are many and most of them are valid. The weaknesses can be overcome, but there is no way whatsoever
of overcoming failures in selection without rating unless some sort of formal analysis is worked out—and then there is automatically a rating plan whether you desire it or not. 7

Union Relations

Table 20. Collective bargaining practices in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No.</td>
</tr>
<tr>
<td>Have collective bargaining</td>
<td>14 62</td>
</tr>
<tr>
<td>Have no collective bargaining</td>
<td>7 38</td>
</tr>
<tr>
<td>Capacity of personnel director</td>
<td>21 100</td>
</tr>
<tr>
<td>1. Yes</td>
<td>10 71</td>
</tr>
<tr>
<td>2. No</td>
<td>4 29</td>
</tr>
<tr>
<td>Reasons for giving this function to personnel</td>
<td></td>
</tr>
<tr>
<td>1. Experience and training</td>
<td>6 43</td>
</tr>
<tr>
<td>2. Know employee needs</td>
<td>8 57</td>
</tr>
<tr>
<td>Period in which collective bargaining originated</td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>6 43</td>
</tr>
<tr>
<td>2. War</td>
<td>5 35</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>3 22</td>
</tr>
</tbody>
</table>

7. Although more than half (61.2 percent) of the companies surveyed by the Conference Board have no merit rating plans (see Studies in Personnel Policy No. 88, National Conference Board, New York, 1948, p. 12), personnel administrators considered merit rating a valuable tool of personnel work: 488 thought it a good technique or better; 50 rated it fair, and only 21 thought it of dubious value or worse (see "Personnel Administrators' Survey," question 47, p. 5).
In Utah generally the unions are well established, yet it is significant to note that only 62 percent of the companies interviewed have union affiliations.

Table 21. Grievance procedure in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No.</td>
</tr>
<tr>
<td>Have specified grievance procedure</td>
<td>17 81</td>
</tr>
<tr>
<td>Have no specified grievance procedure</td>
<td>4 19</td>
</tr>
<tr>
<td>Grievance procedure used</td>
<td>21 100</td>
</tr>
<tr>
<td>1. Steward and foreman, grievance committee and personnel, committee and plant management, representative of union and company management, arbitration</td>
<td>11 65</td>
</tr>
<tr>
<td>2. Foreman, superintendent, and top management</td>
<td>1 6</td>
</tr>
<tr>
<td>3. Foreman and management</td>
<td>1 6</td>
</tr>
<tr>
<td>4. Personnel director</td>
<td>2 11</td>
</tr>
<tr>
<td>5. Management</td>
<td>2 11</td>
</tr>
</tbody>
</table>

Reasons for starting this procedure

<table>
<thead>
<tr>
<th>Reasons for starting this procedure</th>
<th>Total No.</th>
<th>Mfg.</th>
<th>Refining</th>
<th>Packing</th>
<th>Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Best method</td>
<td>3 18</td>
<td></td>
<td></td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2. Required by law</td>
<td>13 76</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>3. Relieve top management of responsibility</td>
<td>1 6</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>
Table 21. Con't. Grievance procedure in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No. %</td>
</tr>
<tr>
<td>Period of origin of particular practice</td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>9 52</td>
</tr>
<tr>
<td>2. War</td>
<td>4 24</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>4 24</td>
</tr>
<tr>
<td></td>
<td>17 100</td>
</tr>
</tbody>
</table>

In one group where there was no union the employees got together and chose five of their members to act as a counseling group. This group went directly to management with all grievances.

Personnel Research

Table 22. Employee opinion polls in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total No. %</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Have employee opinion polls</td>
<td>8 38</td>
</tr>
<tr>
<td>Have no employee opinion polls</td>
<td>13 62</td>
</tr>
<tr>
<td></td>
<td>21 100</td>
</tr>
</tbody>
</table>

Type of opinion polls taken

1. Formal
   | 6 75 | 1 2 1 1 | 1

2. Informal
   | 2 25 | 2

Reasons for taking employee opinion polls

1. Determine progress of training program | 2 25 | 2
Table 22. Con't. Employee opinion polls in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>No.</td>
</tr>
<tr>
<td>Reasons for taking employee opinion polls (Con't.)</td>
<td></td>
</tr>
<tr>
<td>2. Determine reaction to benefit change</td>
<td>5</td>
</tr>
<tr>
<td>3. Learn employee attitude</td>
<td>1</td>
</tr>
<tr>
<td>Period in which practice originated</td>
<td></td>
</tr>
<tr>
<td>1. Pre-war</td>
<td>0</td>
</tr>
<tr>
<td>2. War</td>
<td>3</td>
</tr>
<tr>
<td>3. Post-war</td>
<td>5</td>
</tr>
</tbody>
</table>

A point frequently missed by personnel administrators of the study group, yet discussed by others, is that surveys need not be only a defensive device to locate malpractice, but can be used periodically to check views and to show in which direction personnel administration needs emphasis.

It was thought by several administrators that bringing in an outside agency to run the poll was a good policy, yet this would be used by others only if there was a question of employee reception to the survey.
Table 23. Preparation of labor turnover analysis in Utah

<table>
<thead>
<tr>
<th>Practice, Reasons for Practice, and Period of Origin</th>
<th>Number of Companies by Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>No. %</td>
</tr>
<tr>
<td>Have labor turnover analysis</td>
<td>10</td>
</tr>
<tr>
<td>Have no labor turnover analysis</td>
<td>11</td>
</tr>
</tbody>
</table>

21 100

Reasons for starting analysis

1. Report to management
   - Total: 4
   - Mfg.: 40
   - Refining: 1
   - Packing: 1
   - Utility: 1

2. Minimize turnover
   - Total: 4
   - Mfg.: 40
   - Refining: 1
   - Packing: 1
   - Utility: 1

3. Concern about certain departments
   - Total: 2
   - Mfg.: 20

Period in which practice originated

1. Pre-war
   - Total: 1
   - Mfg.: 10

2. War
   - Total: 6
   - Mfg.: 60
   - Refining: 1
   - Packing: 1
   - Utility: 2

3. Post-war
   - Total: 3
   - Mfg.: 30
   - Refining: 1
   - Packing: 1

10 100

According to the reports of the representatives of the different companies included in this study, labor turnover has never been a problem in Utah. Industries with a high man-power priority during the Second World War drew a lot of labor from this area making it necessary for some companies to establish a recruiting program. An analysis was really not necessary at that time because the reason for turnover was readily known. The companies taking an analysis at the present time find it necessary only because of the report required by management.
Public Relations

Industrial organizations of the state are active participants in Red Cross, Community Chest, Blood, and the many other drives of the community. In several instances members of top management were called to be directors of the different drives, not only within the organization but community wide. In each case there was some type of committee set up to take care of the drives within the plant.

One company supports a daily radio program presented in the interest of other vocations of the community. Members of management have membership in the many different civic organizations and in most cases membership in the organization or group of their choice is paid by the company.
CONCLUSIONS

This study served as a basis for conclusions which could be drawn as to the general extent and development of personnel practices in the state of Utah. The National Industrial Conference Board has recently completed a similar study which was conducted on a nationwide basis. When possible comparisons were made with this study in order that there could be an indication of the development of practices in Utah as compared to the country as a whole. To aid in this comparison more data are shown here in table form.

Table 24. Extent of personnel practices in Utah as compared with those in a study of the Nation by the National Industrial Conference Board.

<table>
<thead>
<tr>
<th>Practice</th>
<th>Utah</th>
<th>United States</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td></td>
<td>*</td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>Merit rating plan</td>
<td>21</td>
<td>17</td>
<td>81</td>
</tr>
<tr>
<td>Health and accident program</td>
<td>21</td>
<td>18</td>
<td>85</td>
</tr>
<tr>
<td>Employee magazine</td>
<td>21</td>
<td>11</td>
<td>52</td>
</tr>
<tr>
<td>Formal orientation program</td>
<td>21</td>
<td>18</td>
<td>86</td>
</tr>
<tr>
<td>Employee handbook</td>
<td>21</td>
<td>13</td>
<td>62</td>
</tr>
<tr>
<td>Service awards</td>
<td>21</td>
<td>15</td>
<td>71</td>
</tr>
<tr>
<td>Formal grievance procedure</td>
<td>21</td>
<td>17</td>
<td>81</td>
</tr>
<tr>
<td>Christmas party</td>
<td>21</td>
<td>4</td>
<td>31</td>
</tr>
</tbody>
</table>

* Number of companies included in each survey
Uncontrollable factors

The uncontrollable factors influencing the establishment of personnel functions:

1. The times in the sense of forces which occurred within a particular period and resulted in special emphases.
2. Community relations and relations with other companies.
3. Type of industry.
4. The fairly recent organization of formal personnel departments.

The times in relation to personnel development. Before the Second World War, personnel administration had not developed extensively in Utah. Seven (33 percent) of the companies included in this study had organized personnel departments, and there were several established practices such as recruitment (limited), group insurance, service awards, vacations, and public relations in the form of drives and associations with community agencies. However, this seemed to be the extent of personnel administration except for a few other scattered practices.

The Second World War was instrumental in the development and expansion of on-the-job training, as indicated by Table 2. The Government Issue Bill for students and the labor shortage, both a result of the war, were the influential factors affecting the training programs.

During post-war years there has been increasing stress upon the importance of personnel work. This stress was partially responsible for the recent organization of the Utah Personnel Training Association, and the publication of handbooks for employees, some of which are in the process of being compiled at the present time.

There has also been an emphasis on personnel research, and very recently a Management Institute was held at the Utah State Agricultural College in which very nearly all of the companies considered in this
survey participated. This Management Institute was on Supervisory Training. It was attended by people in industry, business, education, government agencies and public service institutions throughout the state of Utah, and from Western Colorado and Southern Idaho. Speakers and discussion leaders were men and women in positions of leadership as executives, teachers, trainers and supervisors in the leading enterprises, agencies and institutions in the area. The high attendance at the Management Institute was indicative of personnel administrators' interest in supervisory training, and good employer-employee relations.

Community relations and relations with other companies. It might be mentioned before discussing this topic that community relations and relations with other companies are considered as uncontrollable in view of the general, established pattern. It is true that community relations and relations with other companies can be controlled as far as one firm is concerned, and this will be discussed further under controllable factors. However, the pattern of relations which is established in the community can be controlled since this is such a closely integrated industrial area. Also, as a result of this integration, it was found that practices had generally developed to the same extent.

An exception to this rule is the case where a well developed industry has expanded by its establishment of a company in this state. In addition it was noticed that those functions which were considered important by a few large companies tended to be present in most other organizations.

This relationship is reflected in the gradual evolution of public relations in the form of drives and associations with community agencies.
The larger companies started these practices some time ago, and the smaller organizations gradually followed the example. These phases of public relations also illustrate community relationships since most of these practices were started in connection with community activities.

Organized employee parties, picnics, and athletic teams indicate the force of community relations and relations with other companies. These practices appear to have followed the general pattern which was established. This is confirmed by the fact that the majority of companies had Christmas parties, or summer picnics. Also, most of the athletic teams were in bowling, softball, or basketball.

The influence of relationships with other companies and community relationships may also be seen in the origin of employee services and benefits. Those services and benefits which were regarded by the community as essential were present in a large number of companies. For instance, group insurance, which is considered quite important, seems to have gradually evolved since 1922 when the first plan was installed. At the time of the present study one hundred percent of the concerns interviewed had group insurance plans.

The exit interview procedure, which was started before the Second World War and further established during the War exemplifies how companies adopt the personnel policies and practices which other companies are using successfully.

Likewise, the publication of handbooks and giving of service awards appear to have been started partially as a result of following the practices of other companies. Table 16 indicates that this was particularly true in the case of handbooks which are still being written.
The companies did not seem to follow any precedent in the case of some employee benefits and services. This may explain the limited development of testing programs, suggestion systems, and bonus systems.

**Type of industry as a factor.** The type of industry seemed to be a factor affecting the following practices: on-the-job training, recruitment, testing, transfers, merit rating systems, and music systems. The packing and refining industries were apparently well suited for on-the-job training. Recruitment by means of advertisement was limited primarily to the clerical departments of the various companies.

Limited transfer policy tended to prevail in the manufacturing industry. Since there is no definite line of promotion in the manufacturing industry due to the fact that jobs require disconnected skills, consistent administration of transfers would involve considerable expense.

The manufacturing industry and industrial selling have jobs which show a more definite progression of skill. Consequently, the merit rating system can be used more successfully here than in other industries. Also of significance in the development of the merit rating system was the fact that employees in several of the plants were paid by the hour and that there were several rates of pay according to the skill developed on any one job.

The type of industry was obviously a consideration in the installation of the music systems since this benefit was confined to two stores of the selling industry. There were no machines in these stores to create an intense noise which would interfere with the reception of music.
The recent organization of the personnel departments. Most of the personnel departments have been organized in the last few years, and this no doubt affected the extent and development of some practices. Where personnel departments are organized personnel practices are also more extensive. Since 1946, 25 percent of the companies interviewed have established their personnel departments. Therefore, it is logical that such recent organizations have not had sufficient time to develop all personnel functions. The recent establishment of the personnel departments has undoubtedly influenced supervisory training, exit interviews, employee handbooks and magazines, employee opinion polls, preparation of labor turnover analysis, and the development of tests.

Most of the companies started supervisory training after the establishment of the personnel department. In view of this it would seem that the personnel directors, realizing the need of this training, were influential and in most cases instrumental in developing it.

Employee handbooks and magazines are usually considered a personnel function. For that reason it may be assumed that the personnel departments were instrumental in the establishment of these practices. The fact that the personnel directors of the more recently organized departments reported that they were in the process of getting handbooks ready for publication further confirms the conclusion that many of these personnel practices come into a company because a certain person or group of persons are assigned the special function of personnel.

Apparently the testing programs were also affected by the organization of the personnel departments. The tests were not extensively
developed but (in all cases) they were introduced after the formation of the personnel departments.

**Controllable factors**

The controllable factors were:

1. Leadership among the companies.
2. Employer-employee relations.
3. Standards for personnel work.
4. Analysis of existing practices as a means of determining methods of improvement.

**Leadership among the companies.** As explained previously, relations with the community and other companies can be controlled for an individual concern. Management controls this when determining the firm's policy in regard to relations in the community and with other companies. However, when formulating policy in this manner management usually places more emphasis on relationships with establishments which are considered leaders in the field. Therefore it can be assumed that these companies have the power indirectly to influence other firms in the development and expansion of personnel practices.

It appeared that the larger companies were leaders in Utah although, position of leadership is not necessarily in order of size. There also seemed to be a real interest among the larger companies to be in the forefront in the personnel fields.

As mentioned previously, most of the firms followed the procedures of the larger companies, especially in regard to public relations, recreational activities, and services and benefits. In view of this it would appear that a potent factor in determining progress is the extent to which larger concerns will continue developing those personnel practices which are needed most in the community. A realization of the
importance of continued development of these practices could be
instilled through meetings of the Utah Personnel Training Association,
the organization of a Personnel Executive Club, and by other methods
such as the Training Institute held in Logan and other centers
designed to make certain that management is informed of progressive
administration.

Employer-employee relations. Employer-employee relations can be
controlled to a great extent by management. If management understands
and appreciates the employee's viewpoint there will be more satisfac-
tory relations and consequently a smoother running organization.
It appeared that this consideration has been observed in Utah since
grievance procedures, recreational activities, and a number of employee
services and benefits originated partially as a result of management's
desire to create better understanding.

All the companies but four had formal grievance procedures
originating in some establishments as part of collective bargaining
and spreading to the other concerns as a means of handling grievances.

Standards for personnel work. The standards for personnel work
in this community may have influenced the development of the merit
rating systems, the use of exit interviews, and the delegation of
collective bargaining to the personnel departments. There did not
seem to be definite standards of training or experience established
for the personnel directors. This fact may account for the really
non-extensive use of merit rating in Utah as personnel administrators
without previous experience or training in the field would not use
this technique.

Personnel specialists generally recognize exit interviews as a
desirable aspect of the personnel program. Since some of the personnel
directors in Utah were relatively new in the work, this may explain why only a few companies conducted exit interviews.

As indicated previously, those personnel directors who acted in an advisory capacity in regard to collective bargaining had not had previous experience or training. The ones who acted in a line capacity were more qualified to handle matters of negotiation.

The standards factor can be controlled to some degree by top management. Interest in personnel as an integral part of the organization and knowledge of desirable personnel functions by top management have strong bearing on the status of personnel standards in the community. Also those companies which are considered as leaders are influential in establishing personnel standards. In view of this it would seem that the Utah Personnel Training Association will also be instrumental in the development of other personnel standards.

Analysis of existing practices as a means of determining methods of improvement. A thorough analysis of existing practices would be helpful in determining the methods best suited to this community. Personnel research institutes could also supply pertinent information in regard to personnel functions in other areas. Within the field of personnel administration there are numerous sources for research. Magazines in the general business field or those specializing in personnel matters can sometimes be helpful in providing material on personnel projects. The Personnel Journal, Industrial Relations, Modern Industry, The Industrial Supervisor, Factory Management and Maintenance, The National Safety News are only a few.

Department of Labor studies, state departments of labor, the U. S.
Department of Commerce, and government agencies charged with adminis-
tering the various laws.

Labor unions, the Society for the Advancement of Management, the
American Management Association, the National Industrial Conference
Board, the National Association of Manufacturers, and industry associ-
ations all undertake research and studies of use to personnel admin-
istrators. Some of these associations have been cited previously in
this study.

Certain practices such as eating facilities and recreational
programs could be revised in such a way that they would be more bene-
\ficial to the worker. A reconsideration of the eating facilities would
indicate any means of expanding the present accommodations. Perhaps
arrangements could be made to serve some hot foods within the plants.

Although the recreational activities in Utah were wide-spread,
the programs were not very diversified. An examination of the recrea-
tional programs reveals that they consisted largely of Christmas
parties, summer parties, and organized softball, basketball, and bowling
teams. Through closer cooperative and coordinated planning with
the community agencies, which have more adequate recreational facilities,
a much wider program could be developed.

A re-evaluation of the industries which did not have training,
transferring, and testing would indicate any steps which could be
taken to establish these procedures. It is true that these functions
have a limited development partially as a result of the type of
industry, but in most cases they can be employed to some extent. Also,
there is room for further development in the industries where these
practices prevail.
The formal training plans which were limited to only a few companies, could be analysed to determine their usefulness in other organizations. As noted previously, the testing programs in Utah were not extensively developed, being limited chiefly to a few large oil and mining companies. Since tests can be obtained quite easily from testing bureaus and are available for a variety of applications this matter could be considered more carefully.

This re-evaluation and analysis will have to be done by the persons affected and applied to their own situations. This is a factor which cannot be controlled, other than by the parties directly concerned.

This survey might constitute a basis for the further development and expansion of personnel practices in Utah by providing a breakdown and analysis of the prevailing functions and by citing the factors responsible for the establishment of these procedures.

This survey has brought to light many studies that could be made in any or all the ramifications of industrial management. A comprehensive study could be made in considering any one of the personnel policies included in this survey. Through an investigation of the several personnel functions used in this survey and research on each one separately, this survey would be made more valuable.

It is valuable information for a personnel manager to know the percentage of organizations of a particular industry employing certain personnel policies. Even more useful would be information as to how efficiently these personnel functions are accomplishing that for which they are intended. Is an employee's efficiency raised or lowered because he is given a two or three week vacation that is supposedly given for rest purposes? Are industrial organizations of today too paternalistic as viewed by some people? Does the average employee
realize just how much good the "fringe benefits" of his contract are, or are they a detriment to his earning a better wage? We speak of democratic leadership in our textbooks but is it possible considering present managerial policies? Would a more extensive supervisory training program along with the establishment of a state personnel research organization aid the initiation and expansion of better personnel policies? In reading through this survey these questions are only a few suggested that could lead to topics for further study.

Excellent studies could be made by students of psychology in several fields suggested by the survey such as: psychological testing, and its practicability when used with training, and psychological tests as a means of reducing labor turnover and training costs.


APPENDIX
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Name of company interviewing</td>
<td></td>
</tr>
<tr>
<td>2. Type of industry, i.e., oil, mining, construction, etc.</td>
<td></td>
</tr>
<tr>
<td>3. Name and title of person interviewed</td>
<td></td>
</tr>
<tr>
<td>4. Company's address</td>
<td></td>
</tr>
<tr>
<td>5. Number of people employed by company</td>
<td></td>
</tr>
<tr>
<td>6. Number of people employed in personnel department</td>
<td></td>
</tr>
<tr>
<td>7. When personnel department was organized (year and month)</td>
<td></td>
</tr>
<tr>
<td>8. Which of these functions does your personnel department have?</td>
<td></td>
</tr>
<tr>
<td>When were they started and why?</td>
<td></td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td></td>
</tr>
<tr>
<td>_a. Orientation</td>
<td></td>
</tr>
<tr>
<td>_b. On-the-job instruction</td>
<td></td>
</tr>
<tr>
<td>_c. Training for supervisors</td>
<td></td>
</tr>
<tr>
<td>_d. Others</td>
<td></td>
</tr>
</tbody>
</table>
Employment

_ a. Recruitment

_ b. Tests for placement of applicants

_ c. Transfers

_ d. Termination interview

_ e. Others

Employee services and benefits

_ a. Medical care

_ b. Group insurance

_ c. Credit union

_ d. Bonus system

_ e. Retirement plan

_ f. Plant restaurant

_ g. Lockers
__h. Smoking rooms

__i. Transportation arrangements

__j. Service pins or certificates

__k. Vacation plan

__l. Music system

__m. Suggestion system

__n. Plant publication

__o. Employee handbook

__p. Others

Recreational Activities

__a. Picnics, parties, etc.

__b. Baseball, basketball, and other organized teams

__c. Clubs within the plant

__d. Others
Wage Administration

_a. Job analysis in relation to wages

_b. Seniority as basis for wage increase

_c. Merit rating as a basis for wage increase

_d. Others

Union Relations

_a. Relations or meetings with union officials

_b. Union negotiation meetings

_c. Manner of handling grievances

_d. Other

Personnel Research

_a. Employee opinion polls

_b. Labor turnover analysis

_c. Others
Public Relations

__a. Drives for Red Cross, Community Chest, etc. ____________________________

__b. Associations with YMCA, YWCA, other community agencies or civic clubs  

__c. Membership in personnel executive clubs ________________________________

__d. Others _________________________________

9. In the list below rate numerically, in order of importance, the three factors which were most influential in the organization of your personnel department. If there are other reasons, not included here, which you consider more important, list them.

__a. Need for a training program
__b. Need for an employment department
__c. Managements' desire to create better understanding between employees and employers
__d. High labor turnover
__e. Maintenance of health and safety programs
__f. Demand for an expert in field of labor relations
__g. Progressive policy of company

Others

__h.
__i.
__j.

10. What conditions in your plant were responsible for each of these factors?

a. _________________________________

b. _________________________________

c. _________________________________

d. _________________________________

 Others

__h.
__i.
__j.