

COMPANY PLANS FOR EMPLOYEE PROMOTIONS



INDUSTRIAL RELATIONS SECTION

Department of Economics and Social Relations

PRINCETON UNIVERSITY

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By

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FOREWORD

ECONOMIC conditions in recent years have caused the problems of employment stabilization and proper lay-off policy to loom large in personnel administration. Few industrial executives have had sufficient time or optimism to give sustained study to the reciprocal problem of rebuilding and enlarging their labor force. Yet the long-run efficiency of any employing unit will be determined more by its maintenance and enhancement of an effective superstructure of executive, supervisory and other key personnel than by the precise way in which lay-offs are determined. In some cases, seniority principles, which might be applicable in assuring security in continued employment, have for want of better determinants been followed in making promotions. A rapid recovery of business may well put serious strain on the supervisory levels of management, if procedures for their replacement are not planned well in advance.

It is probable that in many companies, the depression of the 1930's will leave a gap in the upward flow of supervisory and executive material for many years to come. The filling of this gap will in any case be difficult, since seasoned supervision cannot be produced by hot-house methods. However, carefully determined lines of promotion which will afford the maximum of experience in the minimum of time will serve to reduce the gap materially. Sound use of college material may likewise expedite readjustment.

Regardless of the extent or pace of business recovery, present-day problems require a degree of versatility and understanding in management which past promotional procedures have not always assured. The qualifications for foremanship or supervision have become more exacting with the increasing importance of group relations and labor legislation. To develop men who can meet these qualifications, requires a carefully planned coordination of selection, training, rating, and promotional methods.

The following report presents in brief compass an analysis of promotional programs in representative companies as a means of assisting those concerned in the formulation of industrial relations policies. As more experience accumulates, the Section will seek to broaden the basis of its analysis.

J. DOUGLAS BROWN,
Director.

*Princeton, New Jersey,
July 1, 1939.*

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APPENDIX A

PROMOTIONAL CHART: LIBBEY-OWENS-FORD GLASS COMPANY

RULES GOVERNING THE OPERATION OF THE ROSSFORD GRINDERS PROMOTION PLAN

GENERAL RULES

(A) Straight departmental seniority shall rule throughout, except as hereinafter qualified or modified.

(B) It is agreed that before an employee is eligible for consideration for promotion to any of the three highest brackets in any division on the promotion plan he must have served at least one year in the immediate lower bracket.

(C) It is agreed that any employee demoted from a higher bracket regardless of through how many brackets his departmental seniority carried him on the demotion, is eligible for recall for the first vacancy in that higher bracket. If two or more men have been demoted, the one having the most departmental seniority shall return first, and so on. However, if the demoted man is off the higher bracket job for more than a year he shall no longer be eligible to return to it except as regularly provided for in the promotion plan. The year shall start from the date of the signing of this agreement.

(D) Temporary vacancies will be taken care of by the provision of the Wage Agreement. If it is known that a vacancy will exist for more than one month it will be filled by the employee next entitled to promotion.

(E) In case of departmental shut-down regardless of duration, it is agreed that the same set-up existing at the time of the shut-down will apply upon resumption of operation.

(F) In the event production is curtailed to a one-line operation, employees who originally worked on the one-line as of December 1, 1934 will assume the same duties they held at the time. Vacancies caused by deaths, quits, discharges, etc., will be filled in the regular manner herein provided for, in the one-line setup.

(G) When a two-line operation is again resumed all employees shall go back to the same positions they held when the operation was reduced.

(H) The rule that on a demotion men shall descend only to brackets through which they have passed on the way up shall apply everywhere. In other words, "out as in".

(I) Sand. Lab., Sand Graders and Grinders operators are each separate divisions within the Grinding Department each of which carry separate seniority.

DETAIL

(1) *First Layer* vacancies will be filled by taking competent second layers by departmental seniority as provided for under Section B.

(2) *Second Layer* vacancies will be filled by taking competent third layers, matchers or first plaster mixers by departmental seniority as provided for under Section B.

(3) *Third Layer* vacancies will be filled by taking competent fourth layers by departmental seniority as provided for under Section B.

(4) *First Plaster Mixer* vacancies will be filled by taking competent fourth layers by departmental seniority as provided for under Section B.

(5) *Matcher* vacancies will be filled by the management from any qualified third layer or third turn-over men.

(6) *Transfer car operator* vacancies will be filled by taking competent layer or turn-over bolters by straight departmental seniority. Transfer car operators will be allowed to promote to the lowest bracket in the Grinding and Polishing Main-

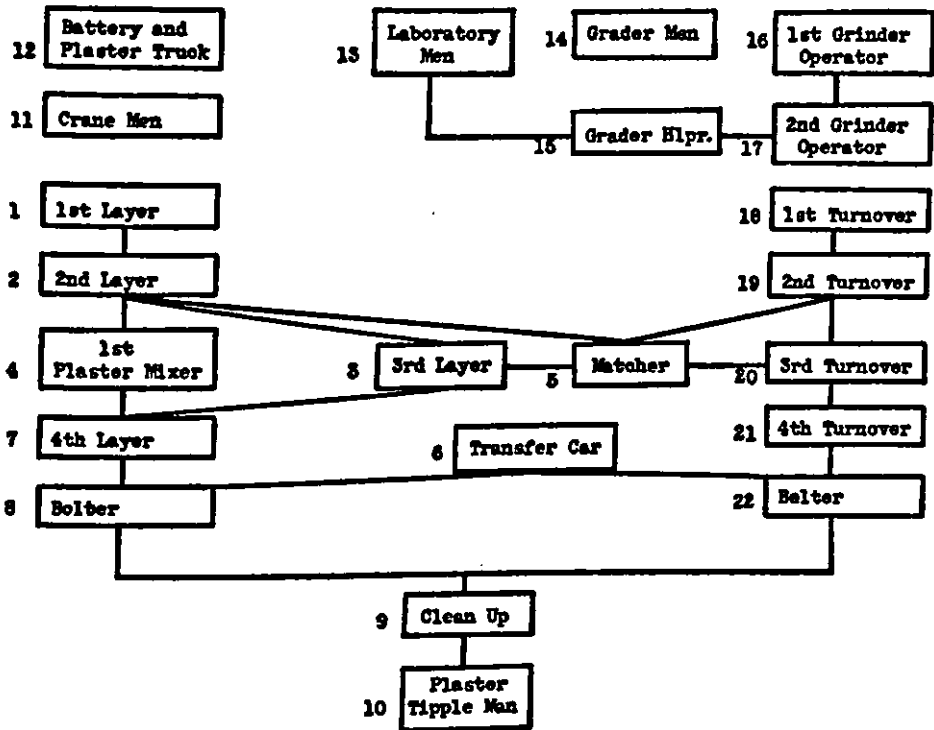


FIGURE II

tenance Department but will maintain G. and P. seniority which will allow them the right to return to the department and take their proper place according to departmental seniority when a reduction of force is necessary in the Maintenance Department.

(7) *Fourth Layer* vacancies will be filled by taking competent layer bolters by straight departmental seniority.

(8) *Bolter* vacancies will be filled by taking competent cleanup men by departmental seniority.

(9) *Cleanup men* vacancies will be filled by taking competent plaster tipple men by departmental seniority.

(10) *Plaster tipple men* vacancies will be filled by the Employment Office, first from men laid off by departmental seniority, and if there are no department men laid off, then from men with plant seniority in accordance with the employment rules.

(11) *Cranemen* can be selected by the management from any bracket within the entire department, seniority not governing unless two or more employees are considered equally qualified by the management, then departmental seniority shall govern. Promotion for cranemen is to the lowest bracket in the Grinding and Polishing Repair and Maintenance Department, but they will maintain their G. and P. seniority and reserve at all times the right to return to the Grinding Department and take their proper place according to departmental seniority when a reduction of force is necessary in the Maintenance Department.

(12) *Battery truck operators and plaster truckers* will be selected by the management from any bracket within the entire department, seniority not governing unless two or more employees are considered equally qualified by the management, then departmental seniority shall govern. Promotion for battery truck operators and plaster truckers is to the lowest bracket in the Grinding and Polishing Repair and Maintenance Department, but they will maintain Grinder seniority which will allow them the right to return to the department and take their proper place according to departmental seniority when a reduction of force is necessary in the Maintenance Department.

(13) *Laboratory men* vacancies will be filled by taking the man with the greatest grader helper seniority providing he is competent. Inasmuch as the laboratory is a separate division (See I, General Rules) he receives a new seniority date upon entering the laboratory but maintains his grader helper seniority which assures him of the right to demote back through the brackets from which he came.

(14) *Grader men* vacancies will be filled by taking competent grader helpers by grader division seniority.

(15) *Grader helpers* will be selected by the management from the Grinding Department, seniority not governing unless two or more employees are considered equally qualified; then department seniority shall govern. Inasmuch as the graders are a separate division (See I, General Rules) they receive a new seniority date upon entering the graders but maintain their Grinding Department seniority which assures them of the right to demote back through the brackets from which they came.

(16) *First Grinder Operator* vacancies will be filled by taking competent second grinder operators by grinder operator seniority.

(17) *Second Grinder Operator* vacancies will be filled by taking the men with the greatest grader helper seniority providing they are competent. Inasmuch as the grinder operators are in a separate department they will upon entering the second grinder operator's jobs receive a new seniority date but will maintain their grader helper seniority which assures them the right to demote back through the brackets from which they came.

(18) *First turn-over* vacancies will be filled by taking competent second turn-over men by departmental seniority as provided for under Section B.

(19) *Second turn-over* vacancies will be filled by taking competent third turn-over men or matchers by departmental seniority as provided for under Section B.

(20) *Third turn-over* vacancies will be filled by taking competent fourth turn-over men by departmental seniority as provided for under Section B.

(21) *Fourth turn-over* vacancies will be filled by taking competent turn-over bolters by straight departmental seniority.

APPENDIX B

PROMOTIONAL PROGRAM IN THE KIMBERLY-CLARK CORPORATION

GENERAL ADMINISTRATION

The Industrial Relations Department assumes the responsibility for company wide coordination of promotions. (1) They survey the needs, develop the policies, submit same to top management for approval and then issue such to the mills in the form of Standard Instructions. (2) They advise with top management and local supervisors on council problems. (3) They periodically follow-up and evaluate the results of their policies and efforts.

The Personnel Departments in the various mills pass on to employees and supervisors by way of individual and group conferences the letter and the spirit of all administration instructions issued by the Industrial Relations Department. From time to time they are called upon to give significant interpretations of such instructions and are expected to refer borderline cases or situations not covered by the Standards to the Industrial Relations Department for ruling or further amplification.

STANDARD INSTRUCTIONS—EMPLOYMENT AND TURNOVER POLICIES—FEBRUARY 16, 1939

A. . . .

B. *Factors to be Considered in Employment and Turnover Transactions*

1. *Merit*

- a. Proficiency in present and previous K-C occupations.
- b. Experience with other employers.
- c. School training and home study.
- d. Health and physical fitness.
- e. Attitudes, temperament, personality, and character.
- f. Abilities and capacities which can be developed.

2. *Seniority*

- a. Length of service with K-C and subsidiary organizations, in occupation, department, mill, other unit, and/or total.

3. *Social Responsibility*

- a. Individual and family needs.
- b. Obligations to community.

C. *General Principles, Applicable to all Employment and Turnover Transactions*

1. The decision on any transaction shall be based upon a consideration of all available data concerning the factors of merit, seniority, and social responsibility. Where data in the form of definite records and measurements are not available, estimates and opinions shall be relied upon.
2. The factors listed in Section B above are not in the order of their importance. All factors shall be considered in each transaction, but the weighting of each factor shall not necessarily be the same for one transaction as for another.

Other factors being equal, any one factor may become the determining factor. The intent is to reach a decision based upon a balanced consideration of each and every factor involved in the transaction.

3. The employee interests which this instruction is designed to safeguard are: placement of employees in work for which they are best suited; employees' opportunity for self-improvement, for securing full benefit of abilities, and for steady work; consistent and equitable treatment in regard to all employment and turnover transactions.
4. In employment and turnover transactions Management has certain responsibilities and duties which must be recognized. The organization must be kept in a position to successfully meet competition. Effective supervision and leadership must be provided. An efficient working force must be built up and maintained, not only with reference to present, but also with reference to future operating requirements. Management has responsibilities in policy formulation and policy execution. Management is not released from these responsibilities by the fact that designated Union representatives have a definite function to perform in the establishment of policies governing employment and turnover transactions, and are concerned with all questions regarding adherence to these policies.
5. Conferences between supervisors and designated Union representatives in regard to employment and turnover transactions are recognized as desirable and mutually beneficial. So far as time and operating conditions permit, Management shall keep the designated Union representatives informed of the necessity of future employment and turnover transactions. The contact shall be as indicated in Section D below. The local Management and designated Union representatives concerned, in light of local conditions, shall agree upon workable methods of contact, and upon such other matters as are necessary to the carrying out of the intent of this instruction. It shall be the duty of the Mill Manager, or corresponding executive, with such assistance as he may desire from his Personnel Department Superintendent, to encourage contact between supervisors and designated Union representatives in regard to employment and turnover transactions, and to see to it that all contacts are properly made and followed up.
6. In emergencies it is recognized that Management must be free to make, without delay, such employment and turnover transactions as it deems necessary in the maintenance of quantity and quality of production. Typical emergencies are sudden resignation, illness, death, breakdown, unusual operating demands and similar situations which could not reasonably have been foreseen, or pending results of Union negotiations or arbitration. The Management shall promptly notify the Union after making such emergency transactions.
7. If a designated Union representative is personally involved in a promotion, transfer, or other transaction, or for any reason is unable to perform a representative's functions as specified in Section D below, a deputy may serve in his stead.
8. Neither political nor religious affiliation, nor membership in any trade union or other organization, shall have any bearing on Management's action in hiring or any other transaction, except as may be provided in the Labor Agreement.

9. Nothing in this instruction shall interfere with established procedures for the adjustment of grievances, or infringe on employees' rights to appeal, through their chosen representatives and the Union organization, in regard to any action taken by Management in any transaction. Questions regarding Management's adherence to the policies and principles set forth in this instruction may be brought before the local management by a designated Union representative concerned, either for explanation and discussion, or as a grievance to be adjusted as provided in the Labor Agreement.
- D. *Definition of Transactions, Specific Principles, and Procedures*
1. . . .
 2. *Promotion*
 - a. Promotion is the movement of an employee from an occupation classified in one family to an occupation classified in a higher family.
 - b. If the promotion is from an occupation under Union jurisdiction, this instruction shall govern the transaction, regardless of whether the occupation promoted to is or is not under the same Union's jurisdiction.
 - c. It shall be understood that the factors of merit and seniority necessarily overlap. Merit is frequently, but not always, acquired through experience: i.e., the employee of longer service is frequently, but not always the employee who merits promotion. However, promotion shall not be made on the basis of seniority alone. Seniority shall not compensate for obvious lack of merit. Merit, indicated by unusually proficient service, or exceptional technical or supervisory ability or capacity, shall be recognized as the principal determining factor in promotion. Increasing the efficiency of the working and supervisory force as a whole, and preparing for future operating requirements shall be primary considerations in all decisions concerning promotion.
 - d. A promotion shall be made only where there is a vacancy or where there is an opening caused by the creation of a new occupation, except where doubling up is necessary for breaking in or training.
 - e. The necessity of interdepartmental and intermill promotion shall be recognized, because such promotion may clearly be to the advantage of both employees and Management. An interdepartmental or intermill promotion shall not be made if the vacancy can be properly filled from within the department or mill.
 - f. Arrangements may be made for a qualified employee to temporarily serve in a progression of operating jobs, for the purpose of acquiring such experience as is prerequisite to some position in the sales, accounting, laboratory, research, or other non-operating field. Management shall keep the designated Union representatives concerned fully informed of any such training program. If it becomes necessary for the employee to abandon this training and to permanently take a regular operating job, he shall be placed in accordance with the policies governing the promotion, transfer, or demotion of regular employees. It is understood that this provision shall in no way work a hardship on any employee who is regularly employed, nor shall it deprive any regular employee of a promotion for which he might have become eligible had the Trainee's program not been abandoned.

- g. Management may give special training in the operating field to specially qualified employees, if such action is necessary in preparation for operating requirements. When promotions are essential to the completion of this training, they may be given. However, employees who are to receive this training shall be chosen, if at all possible, from among the regular operating employees, rather than being brought in from the outside. Furthermore, Management shall keep the designated Union representatives concerned fully informed of any such training program.
- h. So far as time and operating conditions permit, Managers and Department Heads shall keep the designated Union representatives concerned informed of the necessity of future promotions. If a supervisor has reason to believe that a designated Union representative has significant data in regard to a forthcoming promotion, the supervisor is expected to contact with the representative and discuss the matter with him. Designated Union representatives shall be free to voluntarily submit, through organization channels, any information and opinions which they believe have a bearing on any past or forthcoming promotion.
- i. As set forth in Section C, Par. 6, of this instruction, Management may make certain promotions without delay. However, it is understood that Management shall, at the earliest opportunity, fully explain such emergency promotions to the designated Union representative. The intent is that under normal conditions Management shall give full explanation to the designated Union representative before promotions are made.
- j. Subject to the provisions of the above paragraphs and Section B and C of this instruction, Management may make promotions on its own authority and responsibility.

**STANDARD INSTRUCTIONS—EMPLOYEE PROGRESS REPORT
SYSTEM—FEBRUARY 16, 1939**

A. Purpose

- 1. To promote systematic analysis of the performance and abilities and capacities of employees; in order that employees and Management may be kept informed concerning employees' progress in their work and their opportunities and ways and means of improvement; and in order that decisions as to promotion, transfer, demotion, lay-off, discharge, education and training, individual rate adjustment, etc., may be based upon systematically assembled facts and made with as much uniformity and fairness as possible. The employee progress report system is designed to encourage and facilitate intimate and personal relationships between supervisor and employee, and to provide the uniform and methodical recording of employee progress which is necessitated by the size of our organization.

B. . . .

C. Use of Progress Reports

. . . .

3. Use of Progress Report Data in Executive Decisions

- a. Information secured in the preparation and analysis of progress reports, and in supervisor-employee conferences thereon, shall be taken into con-

sideration in decisions on promotion, demotion, transfer, lay-off, discharge, education and training, individual rate adjustment, and all other questions involving employee's performance, ability, and capacity. All other available and significant information shall also be taken into consideration.

**STANDARD INSTRUCTIONS—MAIN OFFICE AND STAFF EMPLOYMENT
AND TURNOVER POLICIES—JANUARY 1, 1936**

A. . . .

B. *General Principles*

1. The handling of employment and turnover transactions for the Main Office and Staff shall be centralized in and coördinated by the Industrial Relations Department. This does not mean that the Industrial Relations Department shall make the final decision, or have the final responsibility in regard to hiring, transfer, promotion, demotion, lay-off, or discharge. That is the function of the executive or department head. This does mean, however, that the Industrial Relations Department shall take part and assist in the transactions.
2. In addition to participating as specified in the following paragraphs and in Section C below, the Industrial Relations Department shall be responsible for maintaining all records which are involved in employment and turnover transactions, and shall through organization channels promote uniform and proper application of Corporation policies concerning such matters.
3. Before hiring from the outside, and before arrangements are made for promotion, transfer, or demotion of present employees between departments of the Main Office or Staff, or between the Main Office or Staff and other offices or mills, the head of the department in which the vacancy exists, in coöperation with the Industrial Relations Department, shall give consideration to all present employees, including understudies, who may be qualified to fill the vacancy. No such promotion, transfer, or demotion shall be made before the employee's present department head, mill manager, or corresponding executive has had opportunity to consider and discuss the move with the Industrial Relations Department, and with the head of the department to which the employee is to be moved. . . .

**STANDARD INSTRUCTIONS—TUITION REIMBURSEMENTS FOR
APPROVED EDUCATIONAL COURSES—FEBRUARY 16, 1939**

A. When an employee completes an educational course, the Corporation will reimburse him for one-half his tuition under the conditions provided below.

1. *Approval prior to enrollment*

- a. Approval shall be given only upon evidence that the proposed course is directly related to, and will increase the employee's proficiency in, his present occupation or an occupation in his own or another department for which he is actually in line.
- b. Approval must be obtained from the Mill Superintendent of Personnel, the employee's Superintendent, the Mill Manager, and the Industrial Relations Department, Neenah. In case the employee is preparing himself for an occupation in another department, the Superintendent of that

department must also approve the course. The Personnel Department Superintendent shall make the necessary contacts with the superintendents concerned and the Mill Manager. . . .

2. *Approval after completion of the course*

- a. When the employee has satisfactorily completed the course, and paid his tuition in full, the Mill Manager shall make written application to the Industrial Relations Department, Neenah, for reimbursement to the employee of one-half the tuition. The letter shall be accompanied by a receipt showing that the employee has paid the tuition in full, and by a certificate from the school showing that he has satisfactorily completed the course. . . .

UNDERSTUDY TRAINING PROGRAM

Definition of an Understudy

Any employee who is considered qualified as potential material for a supervisory, technical or other specific salaried mill or staff position may be designated as an understudy by agreement of the staff head and/or mill manager concerned, and the Industrial Relations Department.

Number and Classification of Understudies

There are approximately 57 young men throughout the corporation who are designated as understudies. They are in the Engineering, Personnel, Materials, Handling, Planning, Production Standards, Technical, Operating and Sales Departments. The number hired each year is based on our estimates of future man-power needs. Current employment conditions and current needs also are given consideration.

These understudies are classified into two groups: (1) Salaried understudies on scheduled occupational progression who are being trained to eventually step into key supervisory and staff occupations. (2) Young men who are filling regular hourly paid jobs, but who give evidence of ability over and above the requirements of their jobs, and who, accordingly, are being watched.

Progress and Duration of Training Period

An understudy may be scheduled to spend all or part of his training time on a special occupational progression. The occupations to be included in the progression and the approximate time to be spent on each is determined for each individual. Training, education, previous experience, individual progress, interest of individual, man-power needs, etc., are factors considered in drawing up progression schedules. Depending on training needs and operating requirements, latitude is exercised in the movement of understudies between occupations on a progression.

Duration of the understudy period is not fixed but varies with man-power needs, progress of the individual, etc. On the basis of past experience, the period usually is not less than one year nor more than three. An understudy terminates his status as such when he has completed his training program or when, in the opinion of those concerned, he has reached the status of a regular employee on any occupation. . . .

APPENDIX C.

EMPLOYEE PROMOTIONS IN THE WESTERN ELECTRIC COMPANY

The general policy of the Company is promotion from within. The program provided to fulfill this purpose at the Point Breeze Works has as its chief objective the discovery of employees qualified for upgrading, the development of employees through job experience for subsequent advancement, and improved assignment of personnel. It is believed that the fundamentals of the placement job include first, a flexible personnel system; second, a periodic audit which gives employees an opportunity to indicate what they want to do; and third, functional authority to do a Works-wide placement job.

Under the method of operation adopted, supervisors received in substance a practical assurance that employees transferred into their organizations on upgrading assignments would do satisfactory work, and if not, could be returned to the organization from which transferred. However, the responsibility for accepting employees on upgrading assignments was vested entirely in the supervisors who interviewed the indicated prospective candidates and selected the one who seemed best qualified.

GENERAL METHOD OF OPERATION

All requisitions for employees clear through the Placement Organization before being routed to the Employment Department. The Placement Organization determines whether the opening offers an opportunity for any present employees before passing the requisition along. This determination works out along the following lines:

1. It is part of the placement program to have supervisors hold an annual interview with each of their employees and fill out an interview form. Notes are entered on this form covering self-improvement activities and plans and real job interests of nonsupervisory employees. This interview form is filed with Placement Organization.
2. The Placement Organization makes an analysis of the interview form, employment record and data pertaining to each employee to determine upgrading opportunities for which the employee seems to be qualified.
3. A classification file is prepared which shows under each type of job the individual employees, in order of length of service, who should be considered when openings occur in this type of work.
4. Records to support the classification index are maintained in an upgrading folder for each employee, including the results of any employment tests or ratings.

By quick reference to the classification index for the type of job for which a requisition is presented, the Placement Organization determines whether any present employee should be referred to the supervisor submitting the requisition for consideration before the Employment Department receives the requisition.

When examination of records for individual employees indicates they are not qualified for upgrading openings, the facts are presented to supervisors in order that an educational and development program may be worked out.

Slips for employees are filed under job classifications in order of service, and employees are interviewed in that order when recommended for upgrading opportunities. Selection is based on the supervisor's judgment without influence of seniority except the preferential order of consideration. While the relative grades of certain classifications among salaried employees have not been established, it is the practice to report upgradings in terms of employee understanding. Many lateral changes which prepare the way for advancement are listed as upgradings. Among hourly rated employees, the upgradings can be reported more precisely because of the well-established grades.

ACCEPTANCE OF CONTROL BY CENTRALIZED PLACEMENT ORGANIZATION

No problem has existed at Point Breeze in securing coöperation from all organizations for the upgrading and downgrading of employees through the medium of the placement Organization. When an employee in an organization has the necessary qualifications and service to fill a promotion, the Placement Organization is ready to approve the upgrading of such an individual. Through personal contacts, the Placement organization is in a position to see that a better qualified employee in another organization is not overlooked in respect to upgrading. This is done in such a manner that no embarrassment seems to result when the Placement Organization directs attention to a better qualified candidate.

RESULTS

The operation of a central placement organization is felt to have had the following results:

1. By selecting candidates on a Works-wide basis upgradings are made logical and fair.
2. The wider scope of attention to upgrading has increased the number of employees given better jobs.
3. The Works-wide approach has increased the mobility of employees between divisions, branches, and resident organizations.
4. Centralized placement control has contributed a disinterested point of view bearing on the matter of personnel changes.