

ity, good-will, teamwork and freedom of speech. These successful leaders of men have also found that by overcoming the employees' fear of the boss, fear of criticism, of doing the wrong thing, of being fired, et cetera, they receive in return a cheerful, willing and efficient helper. Summarizing from this company's report, which appears in the I.C.S. magazine, "Trained Men" for September-October, 1949, we quote, "As a result of this survey we can arrive at only one conclusion: If you have already encouraged informality in dealings with your men, you should be complimented for your good sense and diplomacy. If not, and they feel compelled to call you "Mister," it might be the kindest thing you could do for them if you would ask them to start using your first name."

Ford C. Faulkner, chief of standards, Northwestern Leather company, has recently written a message to administrators on labor problems from which we quote excerpts as follows: "The old days apparently are gone forever and we have entered the portals of an era where labor relations pay the leading role in this great drama of business. We have reached a point in business where application of the Golden Rule will reestablish the faith of our workers, and this is where business executives are failing the cause. In dealing with labor, I have found square dealing to be the key-stone of success. If you view your workers with suspicion, you will find that you are a suspicious character. If you treat them fairly and honestly, you will find that the little problems will disappear altogether and that the big ones will be ironed out by frank discussion.

"In solving some of the perplexing problems that confront management today, it is necessary to abide by a few common-sense rules: 1. Invite the worker into your office to discuss the problem. Don't leave him standing—offer him a chair and call him by his first name. Inject personality into the picture. 2. Offer him a smoke and make him feel at ease. 3. If he has a family inquire into its health. Let him know you are interested in him as a

citizen and not just as a laborer. 4. Start the discussion by asking him what solutions he might offer and then present your own side. Let him feel that he has been a paramount factor in solving the problem. If he is totally wrong, good firm advice will usually clear up the difficulty and you will rarely find that it is necessary to become tough. Modern labor doesn't have to be pushed around—they can be talked to intelligently."

Dr. Burleigh B. Gardner, executive director, Social Research, Inc., in writing on tests to spot executives in advance, offers the following as the necessary personal traits of successful executives: 1. They must have a passion for achievement, not a hankering for personal glory. 2. They must be able to organize efficiently and have the ability to take seemingly isolated events and facts and see relationships that may tie them together. 3. They must be decisive, but this does not mean quick and final decisions in rapid fire succession—but rather to come to a decision after considering several alternative courses of action. 4. Firmness of conviction; mental and emotional alertness. 5. Awareness of immediate realities, and a practical, immediate and direct approach to problems."

The above are but a few of many expressions which have come to the writer's attention, and they all clearly indicate a new general trend in thinking among industrial leaders and a greater realization of the values of the "human touch" in dealing with their employees. When one bears in mind that industry is highly competitive and is fired by "profit incentives," the import of their wisdom in creating a new approach to personnel problems carries considerable weight.

State Policies on Personnel Matters

Prior to Civil Service in Oregon there were very few established policies for dealing with employee relations, but there were numerous policies dictated by the several departments and agencies for their own employees. About the only point to be made from this past history is that since 1945 (under Civil Service) the state has made more progress in treating its em-