

for which the executive is held responsible." And don't think for a minute that management in business has gone soft. Management has made the discovery that whatever is done to develop individual and group morale and loyalty to the over-all job bears fruit in decreased turnover and increasingly efficient operations.

Time Tested Guides

Can we find some definite guides to use in establishing helpful relations with the new employee throughout the early weeks of adjustment to new tasks? Here are the same old precepts that are time-tested in supervisor-employee relations for the early stages as well as later on:

1. Be sure your employees understand "why."
2. Let each employee know "where he stands."
3. Demonstrate your desire to help each employee succeed in his work.
4. Give each employee the recognition he deserves.
5. Be sure your requirements are reasonable yet high.
6. Make the best use of each employee's abilities.
7. Remove hindrances to prompt completion of work.
8. Represent your employees' interests to your superiors.
9. Avoid the appearance of partiality or personal favoritism.
10. Be understanding and helpful in dealing with employees' problems.
11. Create a friendly and congenial atmosphere.
12. Consult with employees before making decisions affecting them or their work; enlist their help in solving your operating problems.
13. Give advance notice and explanation of changes that affect your employees.

Most of these methods for leading individuals and groups of employees have been proved by supervisors to have a great effect on the employee's productivity right from the start.

Doesn't it all boil down to this? The best way to build good morale on the part of the individual worker is to establish the basis of friendly cooperation immediately, to clarify what he is to do, to reach an agreement as to

when the job is well done, to let that individual know periodically where he stands in the opinion of the manager, and to set up for the individual worker a personal improvement program indicating the help required, the source of that help, and when it is to be given. Hard to put into practice, you say? But well worth the effort.

Highway Issues Bulletin

Firmly believing that a well-informed employee is usually a good employee, the highway personnel department has published since the first of the year "Personnel Observations," an employee bulletin.

"Personnel Observations" lets the employees in on policy matters and department objectives, as well as telling them about who is promoted, examinations announced, human interest items about people in the department, and all other general personnel matters. Also a dominant feature is the "Question Box" where any employee can get an answer to any employment question he may have.

Though common in industry and the federal government, Highway's "Personnel Observations" is the first and only regularly published "house organ" for employees in the state service. Because of a small personnel department budget, the bulletin cannot be sent all of the 2800 highway employees; but several copies are sent to all supervisors including foremen, with instructions to circulate them among their group.

The publication is only one of several major efforts made in keeping with the standing policy of the personnel department to recognize good employee relations as important to an efficient department, and to continually strive for methods to improve them.

Every time you acquire a new interest, even more, a new accomplishment, you increase your power of life. No one who is deeply interested in his subject can long remain unhappy. The real pessimist is one who has lost interest.

—William Lyon Phelps.