

SABBATICAL LEAVE REPORT
Fall Semester, 1978

Presented to
The Board of Trustees
Mt. San Antonio College
Walnut, California

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February, 1979

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ACKNOWLEDGMENT

I want to express my sincere gratitude to the Board of Trustees, Mount San Antonio College, for granting me a sabbatical leave for the fall semester, 1978-79. The experience was well worth the time and effort put into preparation for it. I feel that I especially benefitted from having exchanged views with several businessmen. We had many frank discussions about hiring procedures and policies and the law. I also had the opportunity to tour some production facilities that were quite interesting.

Visiting historical sites is much more meaningful than just reading about the events that took place there. Browsing through Fraunces Tavern Museum in New York, where Washington said farewell to his troops, and seeing artifacts from those times, makes one feel like he was there.

There is no doubt in my mind that I have a much better understanding of some of the problems facing businesses in the United States today and that I will be a better teacher because of it. My teaching efforts will also be more effective because of the many historical places that I have visited. The quest of our founding fathers for religious, political, and economic freedom is much more understandable after seeing such places as Boston, New York, and Philadelphia.

Again, I want to thank the board for giving me the opportunity to become a better teacher. The students in my classes will benefit because of it.

INTRODUCTION

The goals of my sabbatical were twofold. One of the goals was to travel extensively throughout the United States, visiting many places of historic significance. The other goal was to visit with business firms for the purpose of gathering information about the selection procedures used to hire clerical and secretarial personnel, the number, types, and brand names of desk calculating equipment used in their accounting departments, and the influence of government requirements and restrictions on the cost of operations.

To meet the goals outlined above, I prepared an itinerary that included many places of historical interest and cities where many companies were located. The next step was to contact chambers of commerce in these cities requesting lists of business firms located in each. Some of those contacted sent free listings, some charged \$35-\$50 for a list, and others did not respond at all. From the free listings I selected 4 or 5 firms from each city to which I sent letters requesting an interview to gather information as set forth above.

The response was not as good as I had hoped, but I still received several affirmative replies.

The next step was to construct a questionnaire since I planned to use the structured interview method of gathering information. (A copy of the questionnaire is exhibited as Appendix A.)

On August 9, 1978, my wife and I began our three months journey. We bought a travel trailer and used it as our "motel" for the entire trip.

HISTORICAL AND OTHER PLACES OF INTEREST

Since I was interested in the events that spawned our free enterprise system, most of the historical places I visited were in Boston, New York, and Philadelphia. Many of the events leading up to and occurring during the Revolutionary War took place in these cities.

Other points of interest and events not entirely related to the Revolutionary War will also be described. For example, we visited Mt. Rushmore, in the Black Hills of South Dakota.

Boston, Massachusetts

One of the best ways to see many of the historical points of interest in Boston is to walk the Freedom Trail. We walked from the Boston Common to the Granary Burying Ground where many of the patriots are buried. Probably the most famous persons buried there are Paul Revere, Samuel Adams, John Hancock, and the victims of the Boston Massacre. The Old State House was once Boston's City Hall. It now houses a museum that contains many artifacts of the Colonial period. Just a few steps away is the site of the Boston Massacre that occurred in 1770 during which five colonists were slain by British soldiers. This event was one of many that fanned the flames of revolution.

Faneuil Hall, called the "Cradle of Liberty," was the place where Boston Town Meetings were held for nearly 80 years. It was named for a French Huguenot merchant, Peter Faneuil, who gave the hall to the town of Boston in 1742. James Otis, Samuel Adams, and others lead organized resistance against British oppression here.

Paul Revere's home is the oldest frame building in Boston and was his family's residence for 30 years. It contains many articles of furniture and appliances of the type used in the latter 1700's.

Old North Church, built in 1723, is Boston's oldest standing church. In its steeple were hung the lanterns to warn Paul Revere that the Redcoats were moving on Lexington and Concord to capture war materials stored there. Thus, the signal for the midnight ride came from this church.

Perhaps the most famous protest against taxes was the Boston Tea Party of 1773. Refusing to pay even a minimal tax on tea, a group of 100 to 150 patriots dressed themselves as Indians and boarded three ships loaded with tea from the East India Company and dumped all the casks of tea into Boston Harbor. In retaliation, the British Parliament passed the Coercive Acts to punish Boston for destroying private property. This was another step taken leading to revolution. Today a replica of one of the ships is located at the Congress Street Bridge.

The first shots of the revolution were fired at Lexington and Concord. Two months later the Americans built earthworks on Breed's Hill. The British landed troops near what is now the Charlestown Navy Yard and the battle of Bunker Hill was fought. The British were victorious, but they paid a high price for their victory. It was in this battle that the famous expression "Don't fire until you see the whites of their eyes" originated. Today, there is a granite monument that marks part of the site of this battle. The Freedom Trail ends at this point.

A few miles south of Boston is the town of Plymouth. It is here that Plymouth Rock and a replica of the Mayflower are located. Plymouth Rock is a rather small rock in size, but represents a great event in our history. It represents the landing of the Pilgrims in 1620. To commemorate this event, a large pavillion has been built around Plymouth Rock. Today, hundreds of people visit the site each day.

New York

Unfortunately, we were able to spend only two days in the New York area. The only available camping spot for our trailer was in North Bergen, New Jersey. Needless to say, it was quite crowded, and we could only have two nights accommodations.

Perhaps one of the most interesting places we visited was Fraunces Tavern at Pearl and Broad Streets in New York. It was there that Washington bade farewell to his officers in 1783. Today the first floor is a dining room, the second and third floors have been converted into a most interesting museum. There are literally hundreds of articles of clothing, medals, and other memorabilia of the days of the Revolution. For example, a tress of George Washington's hair is on display.

The Statue of Liberty, on Liberty Island in New York Harbor, is a national monument that has represented freedom to immigrants since 1886. It also commemorates the alliance between France and the United States during the American Revolution, and was presented to the United States by France. We thoroughly enjoyed going up into the head of the statue and looking out over the harbor.

At the head of Wall Street is Trinity Church. Alexander Hamilton and Robert Fulton are among the famous people buried in its churchyard. The present church, dedicated in 1846, is the third on the site. If one watches television one of the Merrill Lynch commercials depicts an abandoned Wall Street with Trinity Church at its head.

Another famous place on Wall Street is the New York Stock Exchange. This is the largest organized market place for the buying and selling of stocks and bonds in the United States. There is a visitors gallery above the trading floor where one can observe the feverish activity. A guide explains what happens when stocks and bonds are traded. A 15 minute film also shows basically how the exchange operates. At one point during the tour, the guide asked visitors to pick a stock. The proper symbol was fed into a machine and it printed the current price at which the stock was being traded. I selected General Motors (GM). The printout showed that the price at 10:02 AM was $63\frac{1}{4}$. I quickly calculated what my profits would have been if I had invested in GM when the gasoline shortage occurred. The price at that time was $29\frac{1}{4}$! I would have made \$34 per share profit! But, I didn't make the investment.

The New York Stock Exchange is one of the best examples of the law of supply and demand in our country today. If too much of a stock is offered for sale in relation to the demand for it, the price will go down and vice versa. This is truly free enterprise in action.

Philadelphia, Pennsylvania

The next stop on our quest for places of historical significance was here. We parked our trailer at a park located a few miles outside Chester, Pennsylvania. From there we drove to a suburb of Philadelphia and boarded a municipal bus that drove us along what is called the Cultural Loop. This is a better way to see the city than driving one's car because of the traffic and parking situation. The Loop encompasses Independence Hall, the Liberty Bell Pavillion, Betsy Ross House, and the U. S. Mint, as well as many other attractions.

Most of the historical sites are included in the Independence National Historical Park operated by the National Park Service. Maps are readily available showing the location of all of them.

One of the most interesting things we did was to take a guided tour of Independence Hall. It was originally built between 1732 and 1756 as the Pennsylvania State House. Until 1799, it served as the meeting place of the provincial and state governments. The second Continental Congress and the Constitutional Conventions held their sessions here. The furniture in the meeting rooms is of the same period, but are not the original pieces used at that time. The British army took the original furniture and used it as firewood during the same cold winter of 1777-1778 that Washington was at Valley Forge.

The Liberty Bell Pavillion is located across Chestnut Street from Independence Hall. About once every half hour a guide explains the history of the bell. Originally it was ordered by the Pennsylvania assembly from England to commemorate the 50th anniversary of the Pennsylvania Charter of Privileges, the democratic constitution Penn granted his colony in 1701. The bell cracked while being tested and was recast. It served as Pennsylvania's official bell on public occasions until 1835 when, according to tradition, it cracked while tolling during the funeral of Chief Justice John Marshall. Today, the bell is associated with many of the events of the American Revolution and is revered as a symbol of freedom throughout the country and the world. We noticed many foreign visitors while we were there. We also participated in one of today's traditions - touching the bell.

City Tavern, Betsy Ross House, Elfreth's Alley, and the U.S. Mint were other attractions of interest that we visited in Philadelphia.

Valley Forge, just west of Philadelphia, is where George Washington and his troops spent the winter of 1777-1778. This particular winter was severely cold, and the American Army suffered accordingly. Logistical support was slow in coming, but Washington managed somehow to keep the army together and the revolution alive. Today, Valley Forge is a national monument. Washington's headquarters and the troops quarters are open to the public. We were particularly interested in the difference in living accommodations between the two. Washington's headquarters was a stone house that had fireplaces and several rooms, while the troops had to live in little more than shacks. Rank had its privileges then as it does now in our armed forces.

Other Places of Interest

In the northwestern corner of Wyoming is one of the most scenic and unusual places in the United States - Yellowstone National Park. It is a huge park that takes a visitor 2 or 3 days to travel all the roads inside it. The scenery is absolutely breathtaking! The high altitude makes for clear and crisp air. We camped outside the park at West Yellowstone. The nights were cold enough to freeze ice on our windshield, even though it was early September.

We drove through the park stopping at many interesting sights, including Old Faithful Geyser. There were also bubbling mud pots, other geysers, and mineral formations caused by small eruptions of heated water. We were also fortunate enough to see elk, buffalo, and moose. However, we did not see any bears. Apparently, they had been removed from the normal tourist areas because of the danger they present.

Yellowstone Park is indeed one of the premium tourist attractions in the United States. My wife and I heartily recommend it to anyone who needs a reminder of the vastness and beauty of our country.

Mt. Rushmore National Monument is located in the Black Hills of South Dakota, in the southwestern region. The likenesses of four American Presidents - George Washington, Theodore Roosevelt, Thomas Jefferson, and Abraham Lincoln - have been carved out of the granite face of Mt. Rushmore. This massive sculpture memorializes the beginning, growth, and development of the United States during its first century and a half as a nation.

Mt. Rushmore is indeed an awesome sight, but a word of caution to those travelling with a travel trailer. Do not attempt to tow a trailer to the top of Mt. Rushmore. The roads are very narrow and there are several tunnels that are barely large enough for medium sized trailers. We didn't have such warning and were very fortunate to make it to the monument and back without incident.

Wall, South Dakota is about 70 miles east of Mt. Rushmore, and is famous as the home of Wall Drug. The existence of such a well known drug store in a town with a population of 786, located far away from any metropolitan area, is truly an American phenomenon. The drug store occupies a full sized block and sells almost everything, including prescriptions. The secret of its success is wide spread advertising, using mainly bumper stickers and roadside signs.

While we were in Ohio, we parked our trailer at Clay's Park Resort in a town called Canal Fulton. We were fortunate that the Yankee Peddler Festival was scheduled while we were there. People from several states came to eat colonial style cooking and buy hand crafted scrimshaw (ivory etchings), china, stained and leaded glass, butter churns, rocking chairs, toys, and hundreds of other articles. No electrical power is used to produce anything that is offered for sale. We came away from the festival feeling that our good old American ingenuity is still intact.

Niagra Falls is another famous natural attraction that we visited. It is, of course, best known as a honeymoon resort. Many of the businesses are oriented toward that trade. However, the natural wonder of the falls attracts people of all ages, most of whom are not newlyweds. There are many tours that can be taken, especially on the Canadian side of the falls. Perhaps the most impressive thing to do is to drive along the Niagra Parkway that parallels the Niagra River on the Canadian side. There are miles of immaculate parks and homes as well as a beautiful golf course. An especially beautiful place is the School of Horticulture, with its lush and colorful gardens.

We attempted to time our arrival at the New England states to coincide with the fall foliage season, which is the latter part of September and the early part of October. We were about a week early for the peak of the fall colors, but the trees were still very beautiful. The many bright shades of red, yellow, orange, and brown, are almost overwhelming as one drives through the forests. Also, accommodations are rather scarce this time of year because of the large number of tours being conducted by bus companies. The progress of the foliage change is charted by local newspapers as it moves from north to south. This information pinpoints the best viewing areas for visitors.

New England, in our opinion, is one of the better areas of the United States to visit. The scenery is beautiful. There are forests, lakes, and seashore areas that are outstanding. Seafood, especially lobster, is in abundance for gourmets. New Hampshire and Maine do not have sales taxes, thus making purchases cheaper. We bought cloth at Augusta, Maine in a mill, for about half of what it would cost in California. In addition, the area is full of early American history.

COMPANIES VISITED

Boeing Company, Seattle, Washington

Mr. Carl Hough, School Relations Administrator, was my first contact with Boeing. We discussed personnel procedures for nearly an hour.

When clerical and secretarial applicants are being tested, they must type at a rate of 40 net words per minute or more and take shorthand (if required for the job) at a rate of at least 80 words per minute. The shorthand test is on tape. The applicant must listen and transcribe at the same time. The reason for this is that not much direct dictation is given anyway. There are no tests given for math and grammar skills because of discrimination laws that force any test to be related to the job being filled.

I asked Mr. Hough what kind of personal traits they look for in an applicant. In order to guide the conversation, I mentioned such traits as appearance, reliability (attendance, etc.) and communication skills.

Appearance is not a very important characteristic to Boeing. As long as the applicant isn't dressed in a "far out" manner and is personally clean, he or she has as good a chance to get the job as anyone else. The nature of the job has a lot to do with the kind of dress required.

Mr. Hough places reliability very high on the list of desirable traits. This is very difficult to check prior to employment because of discrimination laws that place the provider of such information in legal jeopardy. Boeing generally will give the person a chance on the job. After a 3 month period, an employee evaluation takes place. If there has been a reliability problem, it is either cleared up by this time, or the employee is discharged.

The ability to communicate verbally and non-verbally is always a good skill to have, but it is more important in some jobs than others. Mr. Hough did not stress communication ability as being highly important unless the person would be using the telephone much of the time. However, he did mention that the ability to get along with others is very desirable.

I also asked Mr. Hough what were the sources of new clerical and secretarial employees and he said that almost all of them were people who just walked in the door and applied for a job. Boeing does no recruiting for clerical and secretarial positions.

When I asked what personnel problems were causing the most trouble, Mr. Hough mentioned attendance, inability to get along with others, and breach of confidentiality. He felt that schools could help by having good attendance policies and enforcing them. Courses in human relations would be beneficial, too. Math skills could be improved by teaching how to plot charts and graphs as well as percentages. Schools should also stress proofreading in typing classes and spelling in shorthand and English classes.

Another part of my project was to find out the types and number of desk calculating equipment. For this information I was introduced to Mrs. Helen Ridean, Personnel Manager, Finance, who directed me to Mr. Dick Wayne, Supervisor, Finance.

Currently, there are approximately 100 display type Canola brand calculators being used in the finance department. They are used mainly for verifying input data for their computer, estimating costs, preparing special reports, forecasting, and calculating depreciation. However, these calculators may be replaced in the future with four-phase mini-computers. It is Mr. Wayne's hope that all data will be put into computers so that this can occur. This would eliminate a large amount of paper work. If this change comes about, future employees will have to be trained in computer programming.

The third part of my project was to ascertain the cost of government influence and restrictions. This was very difficult to estimate because Boeing has been involved in government contracts for so long that it accepts whatever rules and regulations that are imposed on it. However, the company feels that the cost is substantial.

Minnesota Mining and Manufacturing Company, St. Paul, Minnesota

This interview was not as satisfying as most of the others. Mr. Lommen, Manager, College Relations, was somehow under the impression that I was looking for employment during my sabbatical and wasn't prepared to give me many facts and figures. However, he spoke with me in general terms.

Three M gives both typing and shorthand tests to applicants. The minimum scores are 45 net words per minute and 90 words per minute respectively. No other type of skills tests are given. Again, mention was made that it is difficult to validate other types of tests because they may not be job related.

The same is true of appearance. Unless the person is in direct contact with the public, appearance is not highly important. Reliability is checked by contacting previous employers and schools by phone. The old method of sending printed forms to former employers to verify attendance and tardiness is no longer used because of possible law suits. Former employers are also asked why the candidate left their company.

The main source of new applicants for clerical and secretarial positions is walk-ins. Employment and part-time help agencies are also used. Schools are a minor source, because experienced applicants are readily available.

Mr. Lommen felt that schools could contribute more to the training of their graduates. Specifically, students need more skills in math, punctuation, spelling, and reading and understanding directions. Schools should also try to develop better attitudes toward work and responsibility.

The information that I wanted concerning desk calculators and cost of government regulations was not made available because Mr. Lommen had not made the proper arrangements for me.

Firestone Tire and Rubber Company, Akron, Ohio

This was one of the best interviews that I had during the entire trip. It was obvious that they had been preparing for my visit for some time. Arrangements had been made for me to chat with several people, including the executive who writes the speeches for the president and vice presidents of the firm.

Mrs. Makan, Assistant Personnel Manager, Clerical and Secretarial Staff, was the first person I interviewed. She was very patient and informative. She began by outlining the steps taken during the hiring procedure. First, the job specifications are established listing all the skills and physical requirements for performing the job. Next, an employment requisition is prepared, based on the job specifications. The job is then opened to Firestone's own employees. If the job can be filled from within, this ends the procedure. However, clerical and some secretarial positions are at

entry level and are usually filled from outside sources. Firestone uses two such sources; the Ohio Bureau of Employment and local high schools. Most of the new clerks are supplied by the former. About 15 to 20 high school grads are hired annually on the recommendation of some local teachers who are known to have well prepared students who make good employees.

Firestone gives only two tests to clerical and secretarial applicants; a typing test and shorthand test. A score of 40 to 45 net words per minute on the typing test and 80 words per minute with a transcription rate of 25 to 30 words per minute are minimum requirements for the two tests respectively. No other tests are given because of the same reason given by almost all companies interviewed - the validity of the test is questionable and they are afraid that minorities will challenge them.

As far as personal characteristics of an employee are concerned, appearance is not very important, reliability is highly important (10 to 15 absences per year is considered normal for current employees), communication skills are important, and attitude is very important. Previous employers are sent a form requesting such information as dates of employment, position, performance, promotability, and reason for leaving.

An unusual part of the selection process is the employment ballot. Each person who interviews the applicant must complete a form that forces the interviewer to rate that applicant's qualifications. The ratings must be based on the specific requirements of the job. The main purpose of the ballot system is to avoid discrimination.

Some training deficiencies found in new employees were in the areas of math (percentages, etc.) and communications (spelling and punctuation).

Mrs. Makan then introduced me to Mr. Nemistal, Accounting Department, and Mr. Brown, who is responsible for calculator procurement. Firestone is using approximately 300 Canon brand electronic calculators. Both the tape and display models are used for performing the usual accounting functions such as budgeting, accounts payable and receivable, and payroll. It is interesting to note that a few rotary calculators are still in use. Many manual typewriters are being used also. Future calculator procurement plans are to purchase more electronic desk calculators of the type now being used. They feel that the electronic desk calculator best fits their needs.

The next person I met was Mr. Langille, Public Relations Administrator, who writes speeches for the high level executives of Firestone. I asked

him about the cost of government regulations and requirements and got a very lengthy and informative reply. He touched on many economic concepts while explaining in detail why government is causing the price of products to be higher than they should be. In the end he did give me an estimate of the annual cost of government regulation to Firestone - roughly \$20 million.

In conclusion, this was one of the best organized interviews I had. The people I met treated me very well. Mr. Langille even arranged for my wife and I to play golf at the Firestone Country Club as guests of the company! This was truly one of the great highlights of our trip.

Goodyear Tire and Rubber Company, Akron, Ohio

The first contact I had with Goodyear was Mr. C. E. Slack, Personnel Director. He was very busy at the time and assigned Mr. Dave Jones, Personnel Assistant, to give me the information I wanted.

In contrast to most of the firms I visited, Goodyear has a very comprehensive testing program for clerical and secretarial applicants. The typing test is given in two parts. Four letters of varying lengths are given to the applicant to be typed within a time limit. At least 3 of them have to be completed satisfactorily. In addition, a straight copy timed writing is given. A score of at least 60 net words per minute is required to pass.

The shorthand test consists of 5 separate dictations at 60 through 100 words per minute. Each dictation is worth 20 points for a total of 100 points. The applicant must get at least 75 points in order to pass.

Tests are also given to measure the applicants math, handwriting, and spelling skills. All the tests have been validated by the appropriate governmental agencies. As a result, Goodyear isn't afraid of being sued. They feel that they are right in what they are doing and are really trying to hire good people from minorities.

Appearance is rated as very important, although no dress code is used. Reliability, communication ability, and past work histories are rated highly important. These characteristics are checked two ways - during the interview and by contacting past employers. Previous employers are contacted by telephone rather than by printed forms because Mr. Jones feels that a much truer appraisal can be made. The applicants work record, attitudes, and reasons for leaving are checked.

Goodyear gets its new clerical employees from four sources. A few are walk-ins, but almost all of them are from the other three sources; cooperative work programs with local high schools, Hammill Business College, and employee referrals.

Mr. Jones said that there are some problems with clerical employees. Job dissatisfaction because of unrealistic expectations was high on his list. Many people feel that they should be promoted to positions with more responsibility almost solely on the basis of seniority rather than preparation and ability. Attendance is another problem. Four days absence a year is considered normal. (Compare this with Firestone's 10 to 15 days per year.)

According to Mr. Jones, schools could improve the training of clerical and secretarial students by stressing the basics more and by doing a better job of career counseling. Also, students should be penalized for excessive absences by lowering their grades.

The accounting department at Goodyear is huge. They have 3,000 to 3,200 desk calculators in use. They are mainly Victor electronic types, but they have Cassio, Monroe, and Sharp electronic calculators, too. The normal accounting type problems are solved on them, such as markup, percent increase and decrease, cost analysis, and budget preparation. Plans for future purchases are more of the same type.

Mr. Slack and I discussed the cost of government regulation at the conclusion of my visit. Goodyear participated in a study of these costs conducted by the largest 100 business firms in the United States. The results of the study have not been made public, so Mr. Slack wouldn't divulge dollar figures, but he said that the cost was very high.

General Tire and Rubber Company, Akron, Ohio

Richard First, Corporate Personnel Director, and I spent our time together discussing personnel procedures, seeing how a tire is made, and having lunch.

General administers typing (45 net words per minute), shorthand (90 words per minute), filing and grammar tests. All the tests have been validated by the appropriate government agencies.

Personal appearance is very important and is noted during the interview. Reliability is checked by telephone contact with schools and former employers.

Information gathered by phone is thought to be more accurate than that gathered by written means. Confirmation of length of employment and reasons for leaving are also checked by phone.

Walk-ins are the major source of new employees. General does participate in cooperative programs with local high schools. About 6 of these students are hired on a permanent basis per year.

I asked Mr. First what personnel problems caused him the most trouble. He noted that absenteeism is not a problem because of the good environment within the company. However, there were some problems concerning productivity and motivation. It seems that productivity is a problem among older employees. Apparently, they tend to coast along. Motivation on the part of the employees to better themselves and prepare for promotion is a big problem. They often expect to be promoted on the basis of length of service alone. The company has a tuition refund program and publicizes educational opportunities, but most employees do not take advantage of it. There seems to be two schools of thought within the company. Some feel that it is the responsibility of the company to lead employees by the hand to get them ready for promotion, others think that the employees should take the initiative. Mr. First is of the second school of thought.

We next took a tour of the accounting offices to check the desk calculators in use. There were approximately 840 calculators, almost all of which were Comptograph mechanical adding machines! There were even a few old Comptometer key driven calculators in use. I questioned Mr. First about the old machines and he said that they were reliable and would probably be in use for some time.

Another of the highlights of my trip was having lunch in the executive dining room as a guest of the company. The menu was varied and the food delicious. This concluded my visit with General Tire and Rubber Company.

As the reader has seen, I hit the jackpot when I wrote to four rubber companies in Akron! Three of them replied favorably. This gave me an opportunity to compare three companies in the same industry in the same city. They were similar in some ways, but their differences were many. For example, in the area of testing, Firestone did very little, while Goodyear and General tested very extensively. Goodyear and Firestone had modern desk calculators, while General had very old ones. Goodyear had modern buildings, while Firestone and General had very old ones.

Procter and Gamble Company, Cincinnati, Ohio

The large number of applications flooding many companies has become a costly problem. They have to be processed and filed. Procter and Gamble has a unique way of reducing the number received and at the same time keep good public relations. Mr. W. H. Boyd, Manager, Employment Division, showed me a small pamphlet that describes the beginning level nonmanagement positions that are commonly open and the basic background desired to fill these positions. Each person that wants to apply for such a position is given this pamphlet first. The idea is to persuade those persons who are obviously not qualified to not fill out an application. Thus, the number of applications filed is reduced and public relations are maintained because the person disqualified himself.

As for testing, Mr. Boyd wouldn't cite any specific rates for typing and shorthand, saying that it depends on the requirements for each job. Apparently, the company goes to great lengths to have comprehensive job descriptions and requirements for each job. Therefore, the typing and shorthand requirements would vary from position to position. No other type of testing was mentioned.

Those personal traits that Procter and Gamble look for include the ability to make judgment decisions and to keep several things going on at the same time. Mr. Boyd said that they spend a lot of time evaluating each candidate before a decision is reached. Information is gathered from as many sources as possible. For example, each person is required to write something so that communication skills can be checked. They do very little checking with previous employers because they believe that it is no longer useful. Other sources of information are more reliable.

New employees come from two sources; walk-ins and local high schools. Those schools in the area that have good teachers are well known and are used as sources of new employees because the company knows that they will be getting well trained people.

Mr. Boyd complained that today's employees do not perform up to standards. He said that this is caused by the employee's poor perception of what good standards are. Pilfering is also a problem.

The main criticism that Mr. Boyd had of the schools was that graduates are not well prepared in grammar, spelling, and math comprehension. Again,

the basics should be stressed. (I heard this complaint from almost every company I visited.)

Information concerning desk calculators and the cost of government regulation was not made available to me even though I asked about it. Mr. Boyd merely stated that he didn't know and didn't offer to put me in contact with someone who did know. About this time I was being ushered out the door! My impression at the time was that he didn't want to divulge specific facts and figures, and that Procter and Gamble is a very secretive company.

Delta Air Lines, Atlanta, Georgia

This was the most disappointing interview that I had. Mr. E. K. Allen, System Employment Manager, kept me waiting for 40 minutes and then talked with me for only 20 minutes. The amount of information he gave me was practically nil. He had made no arrangements for me to meet anyone else concerning calculators, but I did get the phone number of Mr. King, Payroll Department. The information presented below is rather sketchy for this reason.

Typing and shorthand are the only tests given. A clerical applicant needs to type only 30 net words per minute. A secretarial applicant is required to type 60 net words per minute and take shorthand at 90 words per minute.

Delta does have rules on appearance, but they center mainly on neatness. Selection of clerical and secretarial employees is done almost entirely by the interview process. Background information from schools and previous employers is checked after they are employed. No recruiting is required since they receive nearly 100 applications per day.

Mr. Allen couldn't reply when I asked him what personnel problems gave him the most trouble. He merely stated that this was a problem for supervisors. He also knew nothing about training deficiencies and personality faults of Delta's employees.

Mr. King was as helpful as he could be under the circumstances. He had no idea that I would be asking him for information, but he gave me what he could. His office used 16 Sharp electronic calculators with printed tapes. They prepare international payrolls, so they have to convert from one type

of currency to another. They also prepare tax reports, payrolls, and other payroll type calculations. So much for Delta Air Lines.

New Orleans Times-Picayune, New Orleans, Louisiana

Linda Dennery, Vice President and Personnel Manager, was very cooperative. We talked at length about the selection process and then she took me on a tour of the newspaper's facilities. Unfortunately, the presses were not operating at the time, but I was able to see the mock-up process and how photographic processes have replaced the old linotype machines. Now for the personnel selection process.

Surprisingly, no timed typing test is given. An applicant is given some copy to type just to prove that he or she can type. This is called a typing evaluation test. The entry level requirement for shorthand is 65 words per minute. Shorthand is not used very often. The steno-clerk classification is the only one requiring shorthand. Out of 300 clerical employees, only 6 are steno-clerks. Again, no other tests are given because of the difficulty of showing that the tests are job related.

Ms. Dennery related reliability as being highly important when considering an applicant for a clerical position. Three character references are required and checked. Previous employers are telephoned and questions are asked about the applicant - dates of employment, salary, nature of work, ability to get along with others, personal problems that interfered with work, and reason for leaving.

Communication skill is highly important, too. Verbal communication is checked during the interview. Written communication is checked by looking over the application for spelling and grammar errors. Honesty is also vital because employees have access to confidential information.

As with most other firms, the Times-Picayune has plenty of applicants from which to choose. They receive approximately 300 applications a week about evenly divided between walk-ins and response to ads and special notices sent to schools. About 6 to 10 persons per year are hired from cooperative work programs.

What about problems with new employees? Ms. Dennery made several points in this regard. She said that few young employees have a sense of obligation to the employer. They want rapid advancement even though they are not

qualified. Some disadvantaged employees tend to use bad language but this is usually cleared up after counseling. The schools need to do a better job in teaching the basics. Most new employees cannot read or write well enough.

Before we toured the plant, we went to the accounting department and counted calculators. There were 65. Almost all were Olivetti mechanical printing calculators. (Only supervisors had electronic calculators.) They were used in the payroll, auditing, billing, and credit functions.

Freeport Sulphur Company, New Orleans, Louisiana

Freeport Sulphur representative, Mr. Gagnor G. Gremillion was very well prepared for my visit. Most of the day from 6:30 A.M. to 2:00 P.M. was devoted to discussions of personnel selection and a tour of their sulphur mining operations about 10 miles off shore in the Gulf of Mexico.

I met Mr. Gremillion in central New Orleans at 6:30 A.M. From there we drove about 50 miles to Port Sulphur, which is on the Gulf of Mexico. We discussed personnel selection and desk calculators during the trip.

The typing and shorthand speeds were about the same as the other firms I interviewed. Clerical applicants must score at least 45 net words per minute and secretarial applicants must score at least 55 words per minute on the typing test. Secretarial applicants must also score at least 90 words per minute on a shorthand test.

Mr. Gremillion didn't rate appearance very high in applicants, but he stressed the importance of reliability, communication ability, and checking previous employers. Most of the checking is done by phone. Former employers are asked about absences, ability to get along with others, and why the person is leaving the job.

This is one of the few companies I visited that uses employment agencies almost exclusively for new employees. They also take applications from the few persons who are walk-ins.

We also discussed some of the shortcomings of new employees that could be attributed to the schools. One of the main complaints about new employees is their lack of initiative or loyalty to the company. Poor spelling, reading, grammar, and math skills are also problems. The need for courses in human relations that might help people get along better on the job was also mentioned.

The accounting department has about 75 Monroe electronic printing and display calculators that are used to calculate payroll, special reports, and audits.

When we arrived at Port Sulphur, a seaplane was waiting for us. We hurried aboard and got ready for the short flight to an island just off the coast. From there we transferred to a helicopter and flew to the mining platform farther out to sea.

The platform looked just like the oil drilling platforms that we see off our own California coast. The reason for this is that offshore drilling operations for oil and sulphur are very similar. Sulphur and oil are often discovered together, too. There are two ways of mining sulphur; the conventional dry method and the super heated water method used offshore.

In the latter method, sulphur is heated, reduced to a liquid state, and pumped out of the ocean floor to storage areas onshore.

After an hour or so, touring the platform, we flew back to Port Sulphur by helicopter. By then it was lunch time. Mr. Gremillion took me to a very small ramshackle restaurant nearby where we had seafood gumbo. It was absolutely delicious! From there we drove back to New Orleans.

This was a day of "firsts" for me. It was the first time that I had ever flown in a seaplane and a helicopter. Also, it was the first time that I had ever eaten genuine seafood gumbo! This visit was also one of the highlights of my trip.

Imperial Sugar Company, Sugar Land, Texas

The personnel manager at Imperial Sugar is Bill Krocak. One of the first things he asked me was if someone at MSAC had given me his name as a person to contact during my trip! It seems that he and his family lived in Diamond Bar recently. His children used to swim in MSAC's swimming pool. It was pure coincidence that I selected Imperial Sugar as a possible contact.

Imperial gives no employment test at all. They hire only experienced people with a background in typing and in shorthand if it is used on the job. However, the ability to type must be shown by typing a page of material.

A dress code is not imposed, but the person must dress according to the type of job. Reliability is checked during the interview by asking the applicant what he or she thinks is a good attendance record and what his or her record was in the past. Former employers are not checked because it is felt

that the information gotten is of minimum value. Mr. Krocak said that integrity (honesty) is very important and is checked by asking the person questions about information given on the application.

The company requires one to two years experience in the clerical or secretarial field. They get new employees from employment agencies, newspaper ads, and walk-ins respectively. Employment agencies are the largest source, providing about half of the new employees.

Mr. Krocak said that problems with employees included absences (and the reasons for them), misinterpretation of company policies, involving such things as maternity leave, and unwillingness to communicate problems with supervisors. He also said that many supervisors do not clearly communicate job duties to employees, thus causing misunderstandings about what the employee is required to do.

There are 22 calculators in the accounting department of which 16 are Texas Instruments, Model 5040. The other 6 machines are Monroe, Model 1410. All these calculators are electronically operated. They are used for calculating purchases, payroll, production reports, sugar stock, and sales reports.

The cost of government regulation is really apparent in the sugar industry. Imperial imports 80% of its raw sugar from outside the United States. The import tax and tariffs almost double the cost of sugar.

United Services Automobile Association, San Antonio, Texas

USAA is a large multi-line insurance company. It started in business by offering low cost auto insurance to military servicemen prior to World War II, and has grown significantly over the years. It now has 5,000 employees.

My contact with USAA was Mr. Jim Stone, Assistant Personnel Director. USAA does not give a typing test to applicants for clerical positions. A score of 40 net words per minute or more is required. No shorthand test is given because it isn't used in the firm. All dictating is done with dictating equipment and then processed at a word processing center. Math, grammar, spelling, and word association tests prepared by Psychological Testing Company are used.

Such things as appearance, communication ability, and prior job performance are considered important, but reliability was rated higher in

importance. The school record of attendance is checked by telephone. The general demeanor of the applicant during the interview is also very important.

Experience is not required for the two lower grades in the clerical classification. USAA uses newspaper ads, employment agencies, public and private schools as sources of new employees.

Attendance is a problem with employees of USAA. They are counseled if they exceed 3 absences in any one month. Work attitude is another problem. Employee expectations are too high in relation to the amount of effort put into the job.

Mr. Stone suggested that schools should try to give students more real world experiences rather than so many academic experiences. Also, ways should be found to help students improve their attitude toward work.

The accounting department at USAA has 40 Monroe, Model 1450 electronic calculators. They have been experiencing some mechanical problems with them and are now experimenting with Sharp brand calculators. The calculators are used to prepare state reports, payroll, accounts payable, and statistical reports. USAA plans to try more of the electronic type calculators in the future.

SUMMARY

The United States is a large and beautiful country. Our travels through the Pacific Northwest, North Central States, New England, New York, Pennsylvania, Ohio, the Southern and Southwestern states convinced us of that. Yellowstone National Park, New England in the Fall, New Orleans, and Texas are places that we will not soon forget.

The historical spots that we toured in the eastern part of our country have left us with a much better understanding of the hardships endured by our forefathers in their quest for freedom. Valley Forge is a prime example. Boston is very rich in early American history, as is New York and Philadelphia.

The interviews that I had with businessmen throughout the country were opportunities for me to exchange ideas about many things that should be of concern to all business educators. Educators tend to isolate themselves from the real world, so this was a great opportunity for me.

One of the trends that I detected was a reduction in the use of tests as a means of screening job applicants. Some companies gave no tests at all, while most of them do administer typing and shorthand tests. Most companies require a typing speed of 40-45 net words per minute and a shorthand speed of 80-90 words per minute for entry level clerical and secretarial positions. Very few gave grammar or math tests.

Appearance is not a critical factor in hiring new employees. Most companies do not have a dress code as such, but do counsel those who dress in a bizarre manner. The type of job involved is the key factor considered.

Reliability generally means being at work each day and being on time. Every firm felt very strongly that attendance is important. Some were more lenient than others in this regard, but all of them felt that schools should have rather strict attendance and tardy policies.

Another trend in hiring procedures is that fewer previous employer checks are done. The feeling is that information from this source is not very reliable, because of the possibility of legal action being taken by the applicant against the former employer. As a result, most firms rely heavily on the interview.

Most of us have heard the lament of the young school graduate with no work experience. Employers want people with experience so how are they, the graduates, going to get experience if no one will hire them! From what I could tell, their predicament isn't going to improve much. Almost every firm that I contacted is quite able to hire as many clerical and secretarial people with experience as it needs.

One of the main problems personnel people have with employees is attitude toward work. The complaint is that too many employees have unrealistic expectations about their jobs. They expect promotions right away even though they may not be prepared to assume more responsibilities.

All the people I talked with felt that schools were doing a poor job in teaching the 3 R's. They get too many employees who can't read, write, spell, and work math problems as well as they should.

As far as desk calculators are concerned, most firms are using the electronic tape or display models in their accounting departments. Only one company, Boeing, is considering using desk model mini-computers. The other firms plan to continue using electronic desk calculators. The most popular brands are Sharp, Monroe, Victor, and Texas Instruments.

Getting any kind of dollar or percent figure for the cost of government regulation was nearly impossible. All companies, except Firestone, Goodyear, and Imperial Sugar, either didn't have such figures or wouldn't reveal them. However, the Federal Government itself estimates that all American business spends at least \$8 billion a year to comply with the government reporting requirements alone. This, of course, adds to the cost of doing business and eventually must be reflected in consumer prices.

In conclusion, I want to again say "thanks" to the Board for the broadening experiences that I have had during this sabbatical leave. I'm sure that my students will benefit, too.

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF CHEMISTRY
RESEARCH REPORT NO. 1000

APPENDIX