

Better  
Communications  
mean  
Better  
Teamwork

*A CHECK LIST for analysis of the Company's  
progress in developing understanding with Employees*

NATIONAL ASSOCIATION OF MANUFACTURERS

# Better Communications Mean Better Teamwork

An effective in-plant information program is built on faith . . . faith of management in the employee's ability, once given the facts, to arrive at a right decision on any problem or issue . . . faith of the employee in the integrity of management and in its sincere desire to promote the dignity and well-being of employees.

This checklist is presented in the hope that executive management will appraise its everyday practices to build a sounder foundation for employee understanding and cooperation.

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## Why a Check List for Management?

The opinions and attitudes of employees bulk large in shaping a company's destiny. They play a major role in determining that intangible—"plant atmosphere"—which directly affects the efficiency and quality of work; the readiness with which new methods and machines are accepted; and, if there is a union, the kind of a union contract that is negotiated and ratified.

Management obviously has an important stake in building attitudes that reflect understanding and generate cooperation. Communications activities have been expanding continually, but an honest appraisal compels the conclusion that much of it could be called just that—"activity". It can hardly be said that employees today, as a group, are aware that they cannot progress unless the company which employs them, also progresses.

Despite the time, money and effort employers have spent in sharpening their techniques for telling and listening, discussions among manufacturers have led to these searching conclusions:

1. *Communications have a tendency in many companies to be spasmodic.* We tend to communicate when there's a crisis.
2. *Communications generally are uncoordinated.* For example, the president's letter may not be entirely consistent with the current article in the house organ.
3. *Some of the communications are pretty superficial.* What we are doing fails to get at the heart of the problem many times; it does not hit the target; we spin our wheels; we think because we get out a letter, that takes care of it for the

day. We tend to hide behind devices (booklets, bulletins, letters) and think we are thereby communicating.

4. *There is over-attention to media* and the gimmicks in communications. Too little thought is given to the purpose for communicating and to the content of what is communicated.

5. *People do not react to facts, but only to emotions.* The facts do not mean a thing if people do not receive them well emotionally. The cold facts are not enough. We ought to try to get out some *warm* facts.

6. *"Communications" is too often regarded as an isolated problem.* It must be a dynamic, continuing, process that becomes a natural "way of life". It is worth working to create a "consciousness of communications" by everybody in the organization.

7. *Management has talked too much and listened too little.* We tend to consider it a one-way street rather than the two-way street which it is.

We don't know enough about how to share the employee's confidence and we need a more intimate way to ascertain what he really thinks.

The marketing concept of finding out what the customer wants hasn't yet broken through in Personnel. We don't have the tools to probe the employee's mind. Nor do we have the bridge to give him the long-range perception which motivates management in its decisions. (i.e. automation)

8. *Management has failed to speak up* on issues of importance to its employees. There is "a zone of silence" on particular issues that are vital to all of us today. This cannot be an isolated thing; if it is, then certainly when we do speak up, our employees won't listen or believe us.

9. *Management has not done a particularly good job in taking stock of its communications and evaluating their effectiveness.*
10. *Management too often fails to practice what it preaches.* Herein lies the key to many of the problems in communications. Perhaps we have to set our own houses in order before we will ever be able to have good communications. Perhaps some companies are afraid to communicate because they know that what they really communicate is not what the employee should hear. If the problem is: "What you do speaks so loudly I can't hear what you say", we really have a job to do. We have to practice what we preach or all else is vain.

In sum, management is not getting its message across effectively to its people. On the other hand some of the groups with opposing views are very articulate. Discussions among manufacturers who do not see why management has to "take a back seat" in this respect have led to these suggestions which are not necessarily easy to adopt, but are believed to be the sound approach:

1. *Top management must demonstrate the will to communicate, and the will to support these efforts with time and money.* Top management has to get out among its people and actually demonstrate all day and every day that it wants to communicate.
2. *All supervision must be kept constantly informed and fully trained.* They are management's propaganda agents and they need to be more effective listeners as well as better spokesmen. First-line supervisors are the key to the feedback.
3. *Supervision must actually be given the responsibility for two-way communication.* Sometimes it has not been demonstrated to supervision that they *do* have the responsibility.

They have been told that they are "key communicators". Do they *feel* like "key communicators"? This should be done.

4. *Management must take advantage of all the opportunities to communicate at all times.* Every situation that comes up should be looked at to determine its possibilities for communication. If managers could learn to utilize every contact as a means of getting and giving information, and to become opportunity-conscious, it might help a great deal.
5. *Management should periodically evaluate the effectiveness of its communications.* Management hasn't found ways and means to see if it is getting through—or it has not taken the time and trouble.
6. *An employee-management climate conducive to total communications should be developed.* Everything we do communicates anyway. This can lead to regaining (or retaining, if we already have it) the confidence of employees and will help *secure the leadership initiative for management.*

This quotation from Wm. H. Whyte's book, "Is Anybody Listening", sums it up:

"Only with trust can there be any real communication, and until that trust is achieved the techniques and gadgetry of communication are so much effort. Study after study has pointed to the moral: before employees will accept management 'facts' they must first of all have over-all confidence in the motives and sincerity of management. And obversely, those companies whose day-in day-out actions have made for that confidence are precisely those companies that need to worry least over techniques."

## ***BETTER COMMUNICATIONS MEAN BETTER TEAMWORK***

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### **I. Policy and Program**

#### **A. Policy**

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| 1. Is there a written policy supporting sound communications, known to the organization?..... | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Does the policy provide for two-way communication in fact?.....                            | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Does the policy have top management's active support?.....                                 | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Does the policy commit the company to sincerity, honesty and frankness?.....               | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Are the objectives stated clearly?.....  | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Does one individual have the overall responsibility for administering the policy?.....     | <input type="checkbox"/> | <input type="checkbox"/> |

#### **B. Program**

- |   |                          |                          |
|---|--------------------------|--------------------------|
| 1. Is there a written procedure to implement the policy?.....                                     | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Do all communication activities and media conform to the policy and are they coordinated?..... | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Are the policy and program reviewed regularly for correctness and effectiveness?.....          | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Does the President take an active part in the program?.....                                    | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Is there a periodic evaluation of the effectiveness of the program?.....                       | <input type="checkbox"/> | <input type="checkbox"/> |

## II. Management's Responsibilities

### A. Delegation of Responsibility

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| 1. Is there a published organization chart so that channels are understood?.....                  | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Are responsibilities defined?.....   | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Do supervisors know that it is their responsibility to relay information up and down the line? | <input type="checkbox"/> | <input type="checkbox"/> |

### B. Keeping the Supervisory Organization Informed

- |   |                          |                          |
|---|--------------------------|--------------------------|
| 1. Are supervisors given advance information about the company's plans and progress?.....   | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Are supervisors given the "why" of all matters transmitted directly or through them to employees so that they can discuss the subjects intelligently and answer questions? .....               | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Do they have a specific method for keeping superiors regularly informed about employee thinking and rumors? .....  | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Do supervisors meet regularly with employees for discussions?.....   | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Is there a clear understanding between the employment department, the training department, and the supervisor as to what the new employee is told and who is responsible for telling him?..... | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Is there a check list of items to be covered with new employees?.....  | <input type="checkbox"/> | <input type="checkbox"/> |

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| 7. Are employees encouraged to seek information from their supervisors?.....  | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Are supervisors trained to transmit information to employees and answer their questions?.....                        | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Are bulletins given to supervisors before they are placed on bulletin boards?.....                                   | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Are there regular management meetings?.....   | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Does each supervisor meet with his subordinate supervisors on a regular schedule? .....                             | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Is there a procedure for getting supervisors' ideas on labor contract improvements?.....                            | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. Are supervisors advised immediately of important grievance settlements and contract interpretations?.....           | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. Is there a supervisor's manual for ready reference on all important problems?.....                                  | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. Is there a manual of policies and procedures which is kept up to date, and is it available to all supervisors?..... | <input type="checkbox"/> | <input type="checkbox"/> |

**C. The Personnel Department's Responsibility**

- |  |                          |                          |
|--|--------------------------|--------------------------|
| 1. Is the Personnel Department's responsibility for communications defined?..... | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Are duties delegated clearly within the Personnel Department? .....           | <input type="checkbox"/> | <input type="checkbox"/> |

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| 3. Does the Personnel Department function in such a way that it facilitates communication through the line, rather than causing short circuits? .....         | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Does the Personnel Department keep the management organization informed on important activities and trends in personnel and labor relations matters? ..... | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Is the Personnel Officer a party to major policy decisions? .....  | <input type="checkbox"/> | <input type="checkbox"/> |

### III. Types of Information Given to the Organization

#### A. Appealing to Employees' Interests

- |  |                          |                          |
|--|--------------------------|--------------------------|
| 1. Are employees' basic wants and interests considered in determining what information to present to the organization? ..... | <input type="checkbox"/> | <input type="checkbox"/> |
| —Security? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| —Recognition? .....  | <input type="checkbox"/> | <input type="checkbox"/> |
| —Opportunity to advance? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| —Fair wages? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| —The reputation of the organization? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| —Making a substantial contribution to a worthwhile endeavor? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| —Being treated as an individual? .....   | <input type="checkbox"/> | <input type="checkbox"/> |

## B. Information About the Business

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| 1. Are employees given information about:   |                          |                          |
| —background and philosophy of company operations? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| —the use of company products—where, by whom and for what? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| —the way wages are determined? .....  | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Are production plans and schedules projected for the organization? .....                               | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Do employees know the employment plans for the months ahead? .....                                     | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Are organization changes reported to the organization before being released to the public press? ..... | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Is the standing of the company in the industry made known to employees? .....                          | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Are employees told about:  |                          |                          |
| —important new orders? .....  | <input type="checkbox"/> | <input type="checkbox"/> |
| —building plans? .....  | <input type="checkbox"/> | <input type="checkbox"/> |
| —new products, in advance? .....  | <input type="checkbox"/> | <input type="checkbox"/> |
| —research projects and developments? .....  | <input type="checkbox"/> | <input type="checkbox"/> |
| —important customers? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| —product successes? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| —advertising plans and campaigns, in advance? .....   | <input type="checkbox"/> | <input type="checkbox"/> |

7. Do employees hear frequently about—

	Yes	No
—operating problems?	<input type="checkbox"/>	<input type="checkbox"/>
—material shortages, if any?	<input type="checkbox"/>	<input type="checkbox"/>
—customer complaints?	<input type="checkbox"/>	<input type="checkbox"/>
—the "break even" point?	<input type="checkbox"/>	<input type="checkbox"/>
—sales outlook?	<input type="checkbox"/>	<input type="checkbox"/>
—the role of stockholders?	<input type="checkbox"/>	<input type="checkbox"/>
—value of advertising?	<input type="checkbox"/>	<input type="checkbox"/>
—costs of doing business?	<input type="checkbox"/>	<input type="checkbox"/>
—the company's financial situation?	<input type="checkbox"/>	<input type="checkbox"/>
—the significance of productivity?	<input type="checkbox"/>	<input type="checkbox"/>
—the driving force of competition?	<input type="checkbox"/>	<input type="checkbox"/>

8. Do employees understand—

—the function of executives?	<input type="checkbox"/>	<input type="checkbox"/>
—the company's philosophy of employee relations?	<input type="checkbox"/>	<input type="checkbox"/>
—problems of financing the business?	<input type="checkbox"/>	<input type="checkbox"/>
—the importance of profits?	<input type="checkbox"/>	<input type="checkbox"/>
—the meaning of job security?	<input type="checkbox"/>	<input type="checkbox"/>
—the value of their individual jobs?	<input type="checkbox"/>	<input type="checkbox"/>

### C. Information About Employer-Employee Relations

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| 1. Are the benefits and advantages of employment with the organization often highlighted for employees? .....                                   | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Are new laws, regulations, and interpretations affecting employees explained to the organization?  | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Are employees aware of efforts to stabilize employment and progress in that direction? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. If there is a union in the plant, has its place in the communications program been determined? For example, has consideration been given to: |                          |                          |
| —Utilizing the union as an avenue of communication, both up and down? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| —Giving the union copies (or advance notice) of communications distributed to employees? ..   | <input type="checkbox"/> | <input type="checkbox"/> |
| —Educating union spokesmen on basic economics and company problems in day-to-day discussions and contacts? .....                                | <input type="checkbox"/> | <input type="checkbox"/> |
| —Explaining carefully to employees important developments in Union-Management relationships? .....  | <input type="checkbox"/> | <input type="checkbox"/> |
| —Advising the union committee in advance of such explanatory statements? .....  | <input type="checkbox"/> | <input type="checkbox"/> |
| —Discussing subjects to be presented to the organization with the union committee? .....  | <input type="checkbox"/> | <input type="checkbox"/> |

#### D. General Economics and Business Conditions

1. Are broader issues of our economic system discussed with employees?.....  Yes  No

	Regularly	Occasionally	Never
—the burden of taxes .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
—government spending .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
—our essential freedoms .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
—the interdependence of big and small business .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
—machines make jobs .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
—national labor policy .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
—the reasons for high standard of living .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
—the causes of inflation .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Is the American enterprise system explained in terms of what it has done and can do for employees?

3. Are employees given an opportunity to ask questions and to get honest answers? .....

4. Are explanations given in terms of facts rather than conclusions? .....

5. Does the company feel a responsibility for leadership in making the American Enterprise System understood? .....

- |  | Yes                      | No                       |
|--|--------------------------|--------------------------|
| 6. If the company uses "canned" material, is it supplemented with information regarding its application to the company?..... | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Does the company keep employees informed on general business conditions and forecasts?.....                               | <input type="checkbox"/> | <input type="checkbox"/> |

#### E. Individual Employee Progress

- |  |                          |                          |
|--|--------------------------|--------------------------|
| 1. Do employees have written data regarding their job responsibilities? .....                                    | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Do employees know what their advancement opportunities are? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Is there a periodic performance review of each employee? .....  | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Is the employee told how he stands, what his good points are, and in what respects he needs to improve? ..... | <input type="checkbox"/> | <input type="checkbox"/> |

### IV. Channels of Communication to the Organization (other than line management)

#### A. Does the top officer of the company—

- |  | Regularly                | Occasionally             | Never                    |
|--|--------------------------|--------------------------|--------------------------|
| —talk with employees in a group.....                               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| —write letters to employees.....                                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| —meet socially with employees.....                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| —visit informally with employees in walking through the plant..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

## B. Bulletin Boards

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| 1. Are bulletin boards accessible to all employees?   | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Are they attractive and well-lighted?.....   | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Are bulletins changed regularly?.....  | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Is important and interesting information posted often enough to attract continuing attention?..... | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Does some one person have responsibility for maintaining the boards?.....                          | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Is there an established policy on who should sign and approve bulletins?.....                      | <input type="checkbox"/> | <input type="checkbox"/> |

## C. Employee Handbook

- |   |                          |                          |
|---|--------------------------|--------------------------|
| 1. Does the company have a manual for new employees? .....                    | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Does one executive have the responsibility for keeping it up to date?..... | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Does it include:   |                          |                          |
| —company history? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| —product information?.....  | <input type="checkbox"/> | <input type="checkbox"/> |
| —employee activities?.....  | <input type="checkbox"/> | <input type="checkbox"/> |
| —employee benefits? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| —personnel policies?.....   | <input type="checkbox"/> | <input type="checkbox"/> |

	Yes	No
--information on wages and salaries?.....	<input type="checkbox"/>	<input type="checkbox"/>
--description of communications media?.....	<input type="checkbox"/>	<input type="checkbox"/>
--information on safety and health?.....	<input type="checkbox"/>	<input type="checkbox"/>
--rules and regulations?.....	<input type="checkbox"/>	<input type="checkbox"/>
--organization information? .....	<input type="checkbox"/>	<input type="checkbox"/>

#### D. Letters

1. Does the President (or some top officer) send regular letters to employees? .....
2. Are they sent to the homes?.....
3. Has this program been reviewed recently to determine methods for improving it?.....

#### E. Employee Magazine

1. Does the company have an employee magazine?
2. Does top management take an active interest in its content?.....
3. Is the magazine used for official information?
4. Does a reader survey show that the magazine is appealing to employees?.....
5. Is it sent to employees' homes?.....

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| 6. Has the company a written editorial policy?..... | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Are the company's objectives defined?.....       | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Is the frequency of publication well-timed?..... | <input type="checkbox"/> | <input type="checkbox"/> |

#### F. Annual Report

- |   |                          |                          |
|---|--------------------------|--------------------------|
| 1. Does the company publish an annual report for employees? ..... | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Is it the same report as issued to stockholders?               | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Is it written in simple, understandable language?              | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Is it attractively illustrated? .....                          | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Is it mailed to employees' homes?.....                         | <input type="checkbox"/> | <input type="checkbox"/> |

#### G. Other Publications

Does the company publish special booklets on:

- |                             |                          |                          |
|-----------------------------|--------------------------|--------------------------|
| —Group Insurance Plan?..... | <input type="checkbox"/> | <input type="checkbox"/> |
| —Pension Plan?.....         | <input type="checkbox"/> | <input type="checkbox"/> |
| —Safety program? .....      | <input type="checkbox"/> | <input type="checkbox"/> |
| —Suggestion system? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| —Profit sharing plan? ..... | <input type="checkbox"/> | <input type="checkbox"/> |
| —Union agreement?.....      | <input type="checkbox"/> | <input type="checkbox"/> |

## V. Channels "Up the Line" (other than line management)

### A. Conferences with Foremen

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| 1. Do supervisors have regular methods for ascertaining employee views? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Do supervisors have periodic informal talks with individual employees? ..... | <input type="checkbox"/> | <input type="checkbox"/> |

### B. Suggestion System

- |  |                          |                          |
|--|--------------------------|--------------------------|
| 1. Does the company have a formal plan for encouraging employees' suggestions? ..... | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Are all suggestions acknowledged? .....   | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Are suggestions given prompt attention? .....                                     | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Are the reasons explained for rejecting suggestions? .....                        | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Are suggestions made a part of the employee's personnel record? .....             | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Is public recognition given to authors of accepted suggestions? .....             | <input type="checkbox"/> | <input type="checkbox"/> |

### C. Grievance Procedure

- |   |                          |                          |
|---|--------------------------|--------------------------|
| 1. Is there a complaint or grievance procedure for all employees? ..... | <input type="checkbox"/> | <input type="checkbox"/> |
| —Factory? .....   | <input type="checkbox"/> | <input type="checkbox"/> |

- Clerical?.....
- Supervisory and technical?.....
- 2. Does it provide for successive review up to the top management level?.....
- 3. Is it used?.....
- 4. Are steps taken to correct grievances at their sources?.....

**D. Exit Interviews**

- 1. Are exit interviews conducted?.....
- 2. Is there a regular exit interview form?.....
- 3. Is the information secured in the exit interview used constructively? .....
- 4. Are supervisors given an opportunity to see and comment on the information given in exit interviews?
- 5. Are the interview forms made a part of the employee's record?.....

**E. Opinion Surveys**

- 1. Does the company sponsor periodic opinion surveys? .....

2. Does the company attempt to insure validity of answers? .....
3. Is anonymity guaranteed?
4. Is an outside agency used in conducting the survey? .....
5. Are supervisors adequately posted on survey plans? .....
6. Are specific objectives established before starting?.....
7. Are the questions simple and unbiased?.....
8. Is the questionnaire constructed for easy administration and tabulation?.....
9. Are questions beamed toward specific groups?
10. Is the union advised in advance?.....
11. Are the results of the surveys publicized? .....
12. Is action taken as a result of the information received?.....

## SELECTED NAM PUBLICATIONS

on

### INDUSTRIAL RELATIONS

- |  |     |
|--|-----|
| <b>Dealing with Employees as Individuals.</b> A guide for employers in building job satisfaction in the unorganized plant. ....  | 25¢ |
| <b>Change or Consequences: Our Industrial Relations Future.</b> Sets a road map for industry's future in solving problems of manpower policy, employee satisfactions and personnel adjustments. .... | 50¢ |
| <b>Effective Communication in Industry.</b> By Dr. Paul Pigors, Massachusetts Institute of Technology. ....  | 50¢ |
| <b>Employee Communications for Better Understanding.</b> A guide to effective two-way information programs. ....   | 25¢ |
| <b>Employee Displacement—Minimizing Its Adverse Effects.</b> A tool for the employer faced with the need to reduce the work force. ....  | 50¢ |
| <b>Employee Understanding of a Free Market Economy.</b> Monograph setting forth a free society's approach to basic problems of full employment, foreign trade, automation, national planning. ....   | 25¢ |
| <b>Facts and Fancies about Automation.</b> A Sourcebook by Dr. Patrick M. Boarman, Bucknell University. A meaningful analysis of the myths and realities in the "cybernetic revolution".             | 50¢ |
| <b>How Do People Grow in a Business Organization?</b> The ten principles which underlie successful management development programs. ....   | 25¢ |
| <b>Human Relations and Efficient Production.</b> Checklist for improved performance in the plant. ....   | 25¢ |
| <b>Improving Human Relations.</b> Foreman-employee relations with emphasis on person-to-person communications on the job. ....   | 50¢ |
| <b>Management Tools for Better Industrial Relations.</b> Selected References. ....   | n/c |
| <b>Satisfying the Salaried Employee.</b> A practical manual for building better relations between management and its salaried people at all levels. ....   | 50¢ |