

RESULTS.

Production:-

Quantity - has been consistently 25 - 30 % above the average[?] for the whole Trade.

Quality - unsolicited letters from Government Contractors received, congratulating the firm on the improvement in spite of war conditions. This was due to the better work done by the men themselves.

Absenteeism:-

Among the men - Nil.

Among girls and lads - much to be desired.

Lateness :-

Men average under 2 minutes per man per week.
Girls and Lads 10-15 minutes per week.

A New Spirit :-

"I realised that to be at odds with one of my gang was not in keeping with the idea of Team Work, so I apologised. Our gang is now a real team for the first time since I have been in it, and that is 20 years." This was said by a charge hand.

"I know you are short-handed; if I hurry up with this job I will be able to fill the mixer before we finish work to-night". This was said to a young Deputy Foreman whose chief was on holiday, by a man a few months earlier who was Works Obstruction No.1, - and he stood to get no more money for this extra work.

The Shop Steward, "We still have our problems, but where they used to lead to grievances they now lead to change and progress".

Trade Union Organiser, "I have struck this firm off my visiting list. They can settle their differences on the spot".

Practical Results.

Productivity that is work output per worker or per team of workers increased up to 25%.

Quality of workmanship steadily improved because of increased care and interest. Faults were reported at once instead of being covered up or passed on. As one worker said "when the management took an interest in us we began to take an interest in our work."

Health - a noticeable result was the improvement in health as measured by time lost from sickness. - there was also a marked drop in the accident rate.

Absenteeism is absence ~~for~~ without permission dropped to .1% for men and 1% for women.

Labour turnover was less than 1%.

Lateness in starting ~~was~~ ^{ceased to be a} problem and time taken for "tea breaks" was agreed by the Works Council.

Discipline was firmly based on the real teamwork existing between Management, Trade Union and Works Council: All rules affecting conditions and conduct of workers were agreed by the Works Council.