APPLICATION — MANPOWER

RECRUITING, TRAINING & SUPERVISION

Dynamic Sales Management of necessity is essential in the development of a satisfactory sales organization and sales volume.

What the customer receives for his dollar and the number of dollars he is required to invest in the purchase of a product either expands or limits the potential sales of the business.

Since the selling price to the customer is based on cost of manufacture and delivery, we should be vitally interested in holding these costs to a minimum. Holding costs to a minimum requires that management devote a proportionate amount of time in the analysis and perfecting of those phases of the operation that result in these costs.

As an example let us consider how costs are affected by the selection of manpower for installation crews. The intelligent selection of men for the installation crews must not be regarded as relatively unimportant.

The procurement of crew personnel is a task that cannot be treated lightly and passed over very quickly. We must not assume that because the person applying can drive a nail and climb a ladder, presto! he is an insulation crewman. Consider the effect this lack of judgment and such recruiting methods can cost in gross profits and complaints.

Our ability to stay in business depends on the volume of sales and the profit made, both of which are influenced by the quality of work and the production

1946 Printed in U.S.A.

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of the installation force. - "Production"

Production and the resulting sales prices built the automotive industry to its present greatness, so can production build a greater home insulation business.

It is, therefore, quite logical that serious thought should be given to the installation part of our business and accomplishing maximum productions. While there are many factors which affect production, such as wool coverage, blowing equipment, installation methods, and tools, the proper selection of manpower is most important of all of these. We must, therefore, analyze our installation problem as it pertains to installation manpower requirements and develop a pattern to be used as a guide in the selection of men to be employed on our installation crews.

Caliber

Fundamentally, one of the first requirements of a person applying for a job as installation mechanic would be his ability to handle the tools that are required for the application of our material. Unless he can handle tools, his use to us is very limited and his chances for advancement are likewise hampered. Also let us not lose sight of the fact that we are hiring men to be "trained" as insulation mechanics and to be developed into foreman material; we must, therefore, base the pattern on these requirements.

Because it is necessary that the applicant be able to handle ordinary simple tools, it is often thought that skilled mechanics, such as carpenters or trim men, roofers, tin smiths, etc., be employed and "trained" as insulation mechanics. Frankly, this is not necessary, nor in most cases does it work satisfactorily. These men, having the ability to handle

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tools and considered skilled mechanics, results in a demand for more money than the work required of them would justify, although the amount demanded may be in line with what a skilled mechanic could get on other jobs. Inasmuch as this rate of pay is not justified or forthcoming, we have a dissatisfied workman on our hands who loses all ambition to do a good job and has no incentive for his work. Under such conditions, the morale of the rest of the crew may also become bad because of the agitation created by this skilled mechanic.

Therefore, in this case let's not set our sights beyond our requirements when hiring men to be "trained" as insulation mechanics.

Based on the combined opinions of the Johns-Manville Home Insulation organization, the best men for training as home insulation mechanics have come from the farms and rural areas. Just plain men, used to hard work, long hours in heat and cold, anxious to learn and willing to give you an honest day's work for a day's wages. The rates of pay we can afford to pay are quite satisfactory to them because they are paid higher rates than they can get for farm work. The fact that they can improve themselves financially and otherwise by gaining experience and learning the business develops them into earnest workers, satisfied with their jobs, and loyal employees. For those of us who cannot employ the farmer labor or rural man, the same sort of pattern should hold good in selecting any man. His previous work and background should indicate that he is used to hard work, long hours, be able to climb and work from scaffold, and be able to handle tools, the type that we would call a handy-man. We should make sure when hiring a man for "training" that we are giving him an opportunity and that he doesn't feel he is lowering himself by working as a mechanic on an insulation crew. Skilled mechanics are likely to feel that the work does not

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require their skill and they, therefore, do not feel satisfied in the job.

Age

The age of the man applying to us for a job as an insulation mechanic is important and should be given consideration. The results of a survey indicated that, in the opinion of many of the operators, the average age of insulation mechanics should be about 35 years. Some of the best men have been those in their thirties and who were married and have definite responsibilities. The majority of the Johns-Manville Home Insulation organization feels that a man in his thirties or older is, as a general rule, more steady in his work, more responsible and dependable. We find this to be true, based on fifteen years of experience in this business. Remember, we are only setting a pattern, and there will undoubtedly be some exceptions to the rule. You must, therefore, judge the individual applicant, using as a guide the pattern we have set thus far in our discussion. However, we must bear in mind the effect of "increased" age on hourly crew productions. Again, drawing on the opinions of the operators, the average hourly production of a crewman does not decrease too greatly until after the age of fifty is reached. However, at that point, hourly production of the mechanic above that age starts to decrease rapidly as age increases. Again, there are exceptions to the rule, but in general the formula holds true.

Health

Some thought should be given to a man's health before we hire him. Precautions should be taken to see that he has no respiratory illness, such as tuberculosis or other lung ailments, which dust and working conditions might aggravate. If he has ever suffered from silicosis or other res-

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piratory diseases, good judgment on our part would be not to hire him. We should ascertain if he is affected by dizzy spells or whether a heart or blood pressure condition is prevalent, which generally causes these spells. Has he ever suffered from heat exhaustion? These facts we should determine for obvious reasons. No one wants men to be injured, crippled or killed because we failed to find out certain things about his health which would warn us of the dangers to the man or company alike, should he be hired and subsequently injured while working on the job. Aside from the fact that the man may be injured, a person who is suffering from some such ailment does not do as good a job as a healthy man and production is bound to be affected.

Stature

We should give careful consideration also to the size of the man we employ. To hire a stout or unusually tall person would have serious effects on production due to his inability to gain access to or work in certain areas, that the smaller man would be able to get into without the making of additional openings. We should attempt to hire men of average height and weight, the average being about 155 lbs. and 5'8" in height.

Mannerisms

We now come to some of the finer points in the recruiting of manpower. What about his manner? Is he a rough and tough individual? Does he use profanity when talking to you? Does he use a modulated voice or is he a loud mouth that could be heard all over the neighborhood? These mannerisms will have a definite effect on our customer relations should such a man be hired. The boisterous man has no place on our crews regardless of how good a workman he may be. The good insulating job done by the crew will be

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overlooked by the customer is he becomes irritated because of the crew's profanity. People are not accustomed to and don't want, nor expect such behavior around their homes from a workman. One such man can undermine all the good will that has been created by others.

Appearance

Thought should also be given to the applicant's appearance. His appearance should indicate that he is neat and clean shaven. When he applies for a job did he take time to wash his face and hands, comb his hair? This may sound elementary, but wouldn't a sloppy personal appearance indicate that the man was careless and that his work may be the same? A faded blue shirt and a patched pair of pants can still be neat and there is no premium on soap and water. The person applying for work should be capable of realizing that he should put his best foot forward to create a good impression. If he hasn't the ability to think that far for himself, you will just get a workman who will give little thought to the customer and your business.

Mental Ability

Is the person applying mentally alert and will he be able to grasp the instructions that will be given him in the course of his work with us? We must always be alert for the type of man that can think for himself and think in an emergency. These are the men from whom your foremen and superintendents must come.

Attitude

To be a good crewman a man's attitude must be right. A good way to determine the attitude of applicants is to question them about their former

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employer. Is his mental attitude good toward his former employer? Or does he complain or accuse him of being unfair. If he is fair in his attitude toward his former employer, in all probability you have a good man in front of you, provided, of course, that he measures up to the other requirements. If he complains or shows dissatisfaction with his old job, especially if you know that he worked for a reputable company, beware of him, you are no doubt looking at a liability in the form of an agitator and venomous person.

It is well to turn down men that apply for a job if they start out by telling you that the company they had been working for is no good, didn't treat the men right, cheated the customer and so forth.

As a final thought on this subject, consideration should be given to the securing of character reports through a reliable investigating agency. This, together with your personal investigation, will enable you to make a better character analysis of the applicant.

All of the points that have been discussed in regard to calibre of workmen are probably obvious to all of us, but are frequently overlooked. These requirements are essential to your operation and to achieving and maintaining a high production.

We must approach the goal of production by having a strong first link in the production chain, and that link is "suitable manpower" for our installation crews.

Recruiting

Newspaper advertising is probably one of the most satisfactory sources to use in recruiting installation crew manpower. This type of advertising

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Printed in U.S.A.

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usually brings in a great number of applicants, thereby giving you a large group to choose from. As a suggestion, a newspaper advertisement may read:

> Johns-Manville will hire and train men who are handy with tools, as Home Insulation mechanics. Pleasant outside work, steady employment, vacation with pay, time and one-half overtime, good starting rate.

Another recruiting source is through your present crewmen. Let it be known that additional men are wanted and ask your crewmen to recommend anyone they think would fit. Crewmen recruited through this source are usually friends or acquaintances of your present crewmen and the applicants generally have a good idea what is expected from them since your present employee has quite likely told them of his experience in the business. Applicants hired from this source are usually good men.

Crew Training

After the proper selection of the man, the next and probably the most important step toward maximum production, is the proper and systematic training of him. It is probably safe to say that this particular and important function does not receive enough serious thought and too often the man is hired and without any preliminary training is put on a crew to learn what he can, with the help of the foreman and other crewmen. If there is no standard training to acquaint him with our methods and standard practice, how can we expect him to do a job? Can we expect effective work and production if this knowledge must be acquired on a hit and miss basis as he goes along?

In order to get a crewman started off in his new job properly, he should be trained sufficiently before he is ever put in a crew. He should under-

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stand the use of the tools required and the method of using them. He should be taught all the fundamentals of the equipment that is used and how it functions. Due to the careless handling and training at the time of his employment and because he does not know, does not understand and is left to himself without proper advice or supervision, many good men become confused and discouraged, which results in the loss of a good man, many complaints and increased costs.

Crew training should logically be done by the crew superintendent or general foreman, and it should be done in the warehouse and not on the job site. Having the foreman train a man on the job will undoubtedly cause a decrease in the production per crewman hour. The fact that the new man is taking up the foreman's time cuts the production of the entire crew. In addition to decreased production, job training of a new man would be at best a hit or miss affair, resulting in poor training over a longer period and decreased production and increased cost on many jobs.

What about the customer's reaction to a man or men being "trained" on his job? After being "sold" by the salesman on experienced crews, etc., you can well imagine what his thought would be if he saw the foreman explaining to one of the new men how to do this and how to do that. Wouldn't it cast a doubt in his mind about how well his job was being done? Once the doubt is established in a customer's mind, he then begins to look for trouble and he generally can find enough wrong in his own mind to require another trip back for an inspection which increases cost.

Training Equipment

In training at the warehouse there is certain equipment that will help with the man's training. First, we must have a complete set of tools

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laid out for him to see. Every type of tool that he would be expected to use should be there. He should then be acquainted with each individual tool by name and told of its use in our work. He should be shown the different tools necessary for each type of job until he is familiar with all of them. Next, he should be shown the blowing equipment and be made familiar with its operation. He should be shown the various parts and their functions and should understand the underlying principles of the operation of the engine, hopper, blower, etc.

We should also construct training panels which would simulate the construction of parts of the house. (See plans and instructions for building such panels.) On one large panel could be shown various types of wall surface coverings, such as clapboard, shingles, asbestos shingles, etc. We should also have a panel showing various types of roof surfaces such as slate, wood shingle, asbestos and asphalt shingle, etc. These panels, which would be built of regulation lumber, 2" x 4" etc., with shingles, sheathing and paper, would then be used for the further schooling of the crewmen.

The new man would then be shown the proper use of the tools for removing clapboard, shingles, etc. He would also be shown the standard method to be followed in opening and closing a clapboard or shingle wall, etc.

The same procedure would be followed with the roof and other panels and he would be shown how to use the special tools for each type of job, and how to make openings and closings in accordance with standard practice. Again he would be handed the tools and would make the opening and closing under the eyes of the superintendent. He would

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also be shown and taught how to handle the blowing hose and would actually blow various areas in the warehouse, so as to be familiar with this particular phase. This training period when standardized and completed should take but a short time and at the end of the training period the superintendent should know what the man can do and should be able to determine whether he has made the grade or whether he should be let go. The training of men by this method would eliminate a lot of dead wood from crews that otherwise may be carried on the crews and would affect production adversely. With a standard crew training program, production per crewman hour will be at higher levels and with fewer complaints.

Foreman Training

We come now, to that part of our program where the training involves the key men of our installation personnel "the foremen". The outcome of jobs is dependent on the ability of the foreman in charge of that job. He can either make you or break you. It, therefore, behooves us to be sure that we have the right man in the foreman's job and that he has the ability to carry the responsibility that a foreman's job requires. We must be sure that he is adequately trained and capable of analyzing the jobs properly, distributing his men so as to get the blower in operation as soon as possible, and keep it blowing during the day in keeping with the capacity of the machine.

The proper distribution of manpower on a job is vitally essential to good production. The foreman must be taught and must acquire the ability to distribute his men so that there is no lost motion from the time the blower starts until the job is finished.

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We should give all foremen a thorough training in the use and maintenance of all the equipment, such training would enable them to find the trouble when the equipment breaks down and make minor repairs on the job with a minimum of lost time. Many man hours can be lost because of breakdowns of equipment that could have been prevented had the foreman been able to spot the trouble and repair it.

Foremen should be taught their responsibility as to keeping records and other clerical duties. They should have a clear understanding of operation policy and regulations. They must be made to appreciate the necessity for accurate reports and made to realize that an error on their part on these reports will cause difficulty all along the line. No one likes to keep records, especially when you have no idea what they are for. An explanation generally goes a long way in getting the proper cooperation in matters of this kind. Foremen should be familiar with the Wage and Hour Regulations, so as to conform to them and operate accordingly.

So much for the fundamentals of Foreman Training, we should not stop at this point, however; it should be a continuous process. The training should be carried on by means of foreman's meetings at which should be discussed production methods and results and review operation policy and regulations. We should also analyze the complaints that we have received from customers and determine their cause and how to avoid them. Analyze each foreman's work and try to find the cause of jobs that show poor execution. Study safety rules and regulations and if possible try and equip each foreman with "First Aid" knowledge so that he can act in an emergency should someone be hurt. As a matter of fact, your local Red Cross Chapter will be glad to start a class in "First Aid" provided you have a group of

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at least six or seven people. The "First Aid" Course is well worth while. Consult with your local chapter.

There is a saying, "That first impressions are the best", and if such is the case it is doubly important that time be spent with our foreman, training him in proper "Customer Relations". The customer's impression of us as a company must come to him through the actions and manner of, first, the salesman and, next, the crewmen. Obviously, his first impression of us must have been good or we would not have received his order. It is, therefore, necessary that he be kept in this frame of mind when the time comes to install the work. The foreman should, therefore, be taught how to create goodwill for the company in his contact with the customer. He would be taught to be courteous and considerate of the customer and his property, and should by his manner and work instill confidence in the customer in his methods and workmanship.

Crew Manpower Supervision

The supervision of crew manpower is logically the responsibility of the Superintendent or General Foreman. He is the master key of the entire control system of the installation end of your business. He represents the management as it pertains to his specific duties and responsibilities, and it is through him that your policies and regulations are carried out.

Following are listed the duties and responsibilities of the Crew Superintendent or General Foreman.

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