

THESE THINGS CALLED STANDARDS

In concluding the discussion of Standards, the "News" will attempt to explain the meaning of Standards and the effect of Standards work in the plant upon the workman. To do this, it is necessary to define the meaning of such terms as "Standard Minute" and "Job Standard."

A Pound and a Foot are familiar *units* of weight and length. A "Standard Minute" is a *unit* of human work used in the measurement of labor which consists of two parts: one part being actual work and the other part being an allowance for personal time, fatigue as required and small delays which cannot otherwise be classified.

A "Job Standard" is the result of determining the total work units required by the *job*. This total depends only upon the amount and nature of the work and not upon the individual performing the work.

The Functions of Standards Work

Standards work includes: Determination of Standards by time studies; The application of Standards as an accurate method of determining the total work required and its distribution; Making such improvements in working conditions, equipment and methods as are shown to be practical.

How Is A Job Affected?

The natural question at this point is, "How do these things affect my job?" The answer is, a job showing over-assignment will be reduced to normal; a job showing a low-assignment will have other work added, if practical, to bring it to normal; and some jobs may be eliminated through the reassignment of duties or mechanical changes which eliminate unnecessary work.

The Final Results of Standards Assignments

ONE

The elimination of jobs might mean that some employees would lose their jobs with Staley's,—IF

other factors were not operating at the same time. Death, change of employment, etc., have been constantly making openings. So far these openings have occurred faster than the elimination of jobs has sent people to the Extra Board.

TWO

The second result of Standards is one of job assignment. With better job assignments come improved plant efficiency and lowered costs. This improves our competitive position in the industry and makes sales easier. Increased sales mean more hours of work through the year, more assurance that our company and our job will continue and may even lead to expansion.

With regular openings occurring and with improved cost of operation, concern for the present as well as the future need not be over the loss of jobs.

THREE

The third result of Standards work is not so well known. This consists of bringing about more even distribution of work so that, as far as possible it takes an equal amount of energy to produce a day's work. The Standards take into account the interests of both the employee and the company. In establishing the Standards, it is just as important to be certain that a man is not overworked as it is to see that he has a fair amount of work. It is recognized that the work of men in the production end of industry and the future of those men depends upon the conservation of their greatest asset, their physical energy and well-being. Standards men, management and labor all agree that a man has his knowledge and work to sell and that it is important to preserve that ability by avoiding an excessive work assignment. No one gains as a result of an excessive work assignment, the quality of the work suffers, more waste is produced and the man becomes an accident risk that may result in injury to him and to others.

Therefore, in the application of Standards, as perhaps in no other phase of business, what is a bad bargain for the employee is a very bad bargain for the management. In good management there is no place for the stretch-out. There is only one bargain worth a "Toot" and that is one which subtracts nothing from the resources of the individual or the company. That bargain must provide continued production, greater security and economical operating costs so that the interests of both can continue into the future.

Standards For Sales And Office

Standards are in use in our sales and office departments, too. They have been for some time. In the Sales department, they are called quotas and our salesmen are expected to meet them regularly. In other departments they are called budgets. Once again, the work of the department, through the individuals, must be performed during a certain period at a predetermined cost.

Standards or quotas or budgets, they are all necessary to provide the soundness that makes a business secure. A business may bump along for a time without one of them where competition is not critical. Even this is dangerous. Customers may decide to learn how to use something else more cheaply. We have the rayon industry, the trucking business, the tapioca situation, and countless other instances which illustrate the demand for something "just as good" for less money.

The American System

The system by which America has learned how to supply her people with the things they want at lower and lower prices while providing more and larger wages is called the American System. Research and scientific management are the fundamental principles

(Concluded on Back Page
Middle Column)

"SWEETOSE PREFERRED"

The late Thomas Edison once said, "Genius is 1% inspiration and 99% perspiration." Infinite patience is required to pave the way to progress. The "Clicks" come occasionally and the "Clucks" too often.

But the painstaking effort that has marked the work of our laboratories have given them more than their share of "Clicks" in special starches, cube starch and now in Sweetose. And once again a contribution has been made towards Staley's leadership in supplying the wants of sweets-loving America.

Sweetose Arrives

The achievement of our Laboratories in producing Sweetose marks the first major contribution to the corn syrup industry that anyone has been able to make in years. Hours of effort, however, were required to produce Sweetose. First in the Laboratory, then in our pilot plant and finally in moving the process into our plant proper.

Meanwhile, Bill Heer was busy developing a Waffle syrup formula which would give the Package Sales Department a product to offer our trade. The trade soon caught on to the fact that Waffle Syrup was not just another syrup and wondered why. As sales mounted, questions rolled in asking the reason for the delicious taste, and its thinness without the customary heaviness of ordinary corn syrups.

"The Inside Story"

To-day, following our company's application for a patent covering the process, the Package Sales division is telling the trade "why" in a bulletin called "The Inside Story". These bulletins announce that Sweetose is the special ingredient that makes it possible for us

to give corn syrup users qualities never before available to them.

Those bulletins especially point out that the use of Sweetose packs 100% more food value into syrup with a fluid quality that makes it unnecessary to dilute it, at the same time supplying the blending base which permits its delicious flavor.

In Bulk Sales

In certain candy manufacturing plants, Sweetose is now in use as a standard raw material. With all the care that marked the Laboratory development of Sweetose, the Bulk Sales Department is preparing to introduce it to the trade generally. One of their special activities is a publication called "Sweetose Preferred." This is a four-page leaflet that will be mailed to all manufacturing confectioners on the first Monday of each month. Its purpose is to inform candy makers everywhere of the savings and improved quality possible for their products through the use of Sweetose.

New and improved uses of Sweetose will be announced through this medium as co-operating candy makers and our Laboratories find them. In addition, three full time demonstrators are employed to teach confectioners how to use it in their products.

Increased Production

In Sweetose, as in the introduction of any new product, considerable missionary work is necessary. But, in Sweetose, as in other products which succeed, the work, the intelligence and the foresight will be repaid in more hours of work for those involved.

Once again Staley people can be proud of having contributed to the parade of progress through a product which will not only benefit the business of those who buy it, but those of us who make it.



If you'll take a look at our safety box score down in the southwest corner of this page you'll see that, for the first time this year, it bulges and bends in all of the right places. We have 16% more injuries reported to First Aid than we had at this time last year and that, coupled to the fact that we have had less than half as many late reports, indicates that we are doing a much better job of reporting all injuries promptly. Eye injuries have increased by 3% but this merely reflects the increase in total injuries and you'll note that the number of eye injuries caused by failure to wear goggles is reduced by 75%. There are fewer lost time accidents and, more important, fewer days of lost time. We are ahead of last year's record and if we can stay there, this month, next month and next year,—we are going to do a real safety job.



Little jobs cause the biggest accidents. A man lost an eye in our plant a few years ago because he only had one bolt to cut and it wasn't worth while to put on goggles for just one bolt. Another lost a finger by cleaning a machine while it was running and without the guard in place. Just little jobs. Nothing to worry about. Only about one chance in ten that you'll be hurt but—watch it. You may have used up your nine free rides. This may be the trip where you pay off. If you avoid taking those small chances you will cut down the possibility of a big accident.

Last summer we had several men injured when chips flew off the heads of dog-eared chisels. There isn't even one excuse for such an accident. For details on prevention of accidents due to dog eared chisels and bars visit your nearest emery wheel. Any right-thinking emery wheel knows what to do about it, and, with only a small amount of cooperation on your part, the emery wheel will protect you.

OUR OFFICIAL BOX SCORE FOR SAFETY

	Mar. 1939	Apr. 1939	Apr. 1938	This year to May 1	Last year to May 1	Percent of Change
Total Injuries	280	296	262	1103	954	+16%
Eye Injuries	51	57	40	201	195	+ 3%
No Goggles	2	2	1	11	45	-75%
Reportables	12	6	11	35	49	-29%
Lost Time	6	1	8	15	17	-12%
Days Lost	98	3	87	156	181	-14%
*Wages Lost.....	\$548.80	\$16.80	\$488.20	\$873.60	\$1013.60	-14%
Late Reports	6	6	14	21	48	-56%

*Figured at 70c per hour. Staley average rate for 1938.

Published Twice Each Month
 By The Personnel Department
 For The Employees Of
**THE A. E. STALEY
 MANUFACTURING COMPANY**
 DECATUR, ILLINOIS
 W. G. Reynolds, Manager of Personnel
 J. M. Richey, Editor

All news and suggestions should be given the editor by the 10th and 25th of each month.

**THE MONEY THAT
 BUSINESS TAKES IN**

Many people assume, incorrectly, that a business man can run his business entirely as he pleases. He can't. A business man can do what he likes with a business if he is willing to ruin himself. But the head of a business, who wants to keep his job, cannot do as he pleases with his business.

The president or manager of a business is an employee like everybody else who works in the business, and he can be fired just as other employees can be fired. There have been a lot of presidents fired.

A complete business organization is made up of three different groups of people; (1) customers, (2) employees, (3) investors. A business has a responsibility to each of these groups and the head of a business must fulfill that responsibility in order to hold his job.

If the head of a business applies policies which are unfair to customers, the customers will leave him. When the customers desert a business, it fails, and the head of the business loses his job along with other employees.

If the head of a business is unfair to employees, he builds distrust, breaks down enthusiasm and loyalty and thus destroys the efficiency of his business. Eventually, the inefficiencies make the operations of the business so costly the company loses money and may go broke, or may be taken over by a bank or creditors. In either case, the head of the business gets fired.

If the head of a business cannot make the business earn enough money to permit the payment of dividends or interest to investors and lay aside something for a rainy day, the stockholders may elect a new board of directors that will select a new president; or the bondholders may take over the business and find a new president.

Dividing The Income From Business
 The principal job of the head of a business is to take care for his company's income dividing it intelligently and fairly. Some of the income must be used to pay for materials, freight, coal, shipping cases, taxes and various other impersonal expenses. The balance must be divided up equitably among employees, investors and customers, or set aside in a way which will protect them during years of poor business.

The Customer's Share of Income
 Many people do not realize that customers share in the distribution of a company's income. They do. Some part of the income of every successful business must be paid back to customers in the form of increased value. So good executives allot some of their company income for research — to develop better qualities in their products without increasing prices, or to reduce prices without lowering quality. The benefits of this research are divided principally among the customers and the employees of business.

For example, in twenty-five years, the cost of automobile tires has been reduced from a cent a mile to about one-twentieth of a cent per mile. The reduction in cost and increased mileage responsible for this saving represents a portion of income that tire manufacturers have paid back to their customers. Other industries have paid back income to their customers in the same way.

The Employee's Share of Income
 Of course, everybody knows that some part of a company's income

is paid to employees. Employees receive the major portion of the income from American business. The procedure for increasing the portion of business income paid to employees involves research and mechanical development to reduce material and mechanical costs, so that more of the income can be used for wages.

Few people realize the extent to which American business has increased the employee's portion of the income from business. From 1850-1929, the employee's percentage of the national income increased from 38% to 65%. In the past ten years, this increase has continued at the rate of a half of one per cent every three years. Meanwhile working hours have been reduced.

While American business has increased wages, it has also reduced the cost of the products that wages buy. Consequently, the employees of America have gained two ways, as employees, and also as customers. They get more dollars and each dollar will buy more.

The Investor's Share of Income
 The investors who put up money to provide for buildings, machinery, and materials, must be given some portion of the income of business as payment for the use of their money. When the income of a business is divided, the president must see that a fair share goes to the investor. Some businesses pay good dividends, but some businesses are unable to pay any dividends. The share of the investor is usually the first to feel the effect of declining income.



The average amount of benefits received by Fellowship Club members during the past year was \$2.60 per month. The company's contribution of \$1.25 to the "Club" for each \$1.25 of dues received from members provided the major portion of spending power in excess of members contributions. Income from Club bonds completed the remainder of the funds necessary to pay benefits well above the dues received.

* * *
 "Look-see" is pigeon English for "Watch out" and says a mouthful to any bird who works around machines.
 * * *

Last year, the cost of sick benefits increased 20c a month per member. The average monthly cost was 82c per member.



FLETCHER CARSON hit a hot streak to pin back the boys ears in the Departmental League Bowling Sweepstakes. FLETCHER had a total of 649 pins and a handicap of 72 to give him almost 100 pins more than MAURICE EGAN, his nearest competitor. FLETCHER'S display brought him \$10.00 and came near to being the best series in the league this year.

★ ★ ★

EGAN'S second place with 562 natural pins and 75 handicap paid \$5.00 TROWBRIDGE took third with a total of 611 including his handicap, to collect \$4.00, HANSON grabbed fourth for \$3.00 and V. ROBERTS took 5th for 2 bucks. FALK, COX, BALL, BRUMASTER, HINTON, ROBERTS, WININGS and BOWMAN cashed in for \$1.00 prizes.

★ ★ ★

MILO ROBERTS took first prize money in the Senior Bowling League Sweepstakes. His 672 was worth \$10.00. ORVILLE HINTON with 645 pins grabbed the \$5.00 for second place while ED. SMITH joined the large change boys with third and \$3.00 for 632 pins. Dollar prizes were won by MEINERT, ROLLINS, ALVERSON, TRIERWEILER, MILLER, GALLOWAY, JR., LITZ, MOORE AND FITCH.

★ ★ ★

The squad reporting for try-outs for the Staley hardball team under the direction of CHET BOYLE is one of the most promising in years. Many of them are veterans long enough in experience and short enough in years to assure a fast peppery outfit capable of defending their city title when the season opens.

★ ★ ★

A total of 18 men are reporting regularly. CHET BOYLE, ARTZE, HILBERLING, CRAIG, CUNNINGHAM, HELM, HALL, BRUMASTER, KELLY and CLYDE SMITH are on hand from previous wars. Add to this, the return of the two HOPKINS brothers and GRANT, SCHULTZ and MARTINI and a few others and there is enough material to make a

STANDARDS—(Concluded)

that have been followed. This system has not provided these things at the expense of jobs. It has provided more jobs.

Automobiles were once too expensive for most of us. When automobile manufacturers learned how to reduce their costs, more people bought automobiles and more people were needed to make them.

When the telephone companies introduced the dial system, many were sure there would be more unemployment. The reduction in rates made possible led to a greater use of the telephone and more people were required to make the phones and maintain service on the lines.

When electricity was reduced, more people wired their homes, bought lights, electric stoves, refrigerators, hot water heaters, irons, or what not. Utilities grew and not only were more people needed to supply the current, but many more were employed in the new industries that sprung up.

Sometimes new occupations are created by these changes. Those who cannot perform them may be jobless. On the whole, more people are employed. Actually, industry created 20 million jobs by this method between 1900 and 1930, the date of the last census. This was an increase of 68% in the number of jobs while our population increased 62%.

The increase in the number of jobs, plus the lowered cost of goods, plus increased wages, plus a reduction in working hours from 60-50-40 hours a week adds up to the American system. And industries that lag behind the system must catch up and keep up if they are to stay in the grand old race.

coach's dream come true. That gives Staley's three of the best pitchers in the city and two of the best catchers with plenty of heavy sluggers and more defensive talent than any team outside of the big leagues ought to have.

★ ★ ★

Most of the games are to be played in foreign fields according to ART LONG, booking agent. Present plans call for a game every Sunday during June, July and August, with a few night games sandwiched in between on the week nights.

STOP THIEF!

From time to time, it is necessary to put on some kind of premium merchandising deal for our package goods. During the past 18 months, we have had the paring knife deal and the dish cloth deal in the Starch Packing House, and the drip-cut syrup server in the Syrup House.

Employees of this company have stolen substantial quantities of each of those items. As a matter of fact, more than 1200 dozen dish cloths have been stolen in the Packing House since we started the deal.

Apparently there are some who think it is "cute" to get away with as much of this material as possible.

These items cost our company hard cash. More hard cash is now being spent to replace those items. The time consumed in re-adjusting the invoices and contemplating the problem is an additional levy on the administrative and financial strength of our company.

A thief is a thorn in the flesh of society anywhere. Here — where those dishonesties are reflected directly upon the company supplying our work, and indirectly upon the security of all of us, no sarcasm is strong enough to describe the "cheap cheat" who is guilty.

Such child-like stupidity will continue its cheap, sneaking, cowardly way until its own guilt exposes it,—or—it can be stopped by the strength of trustworthy employees whose censure will be so strong this unpopular practice will disappear.

It is no one person's job to accomplish this task. It is a job for all of us. The measure in which we succeed will establish the measure in which we as individuals will be relieved of this drain on our common resources.

