

STALEY NEWS

Vol 5—Page 1

May 1, 1943

You And Opportunity

During the first two weeks I was over here FIVE smart energetic young men came in to see me and they all said about the same thing.

They said, "There's no opportunity for me here and don't you think (honestly now) that I ought to quit and go some place where I'll have a chance to get ahead?"

And I jumped up and shouted (perhaps not in so many words) "Hell, no! We need guys like you and a lot of them. You say there's no opportunity for you here but I'll tell you right now that if you had been spending your spare time studying mechanical engineering and could walk in here today and tell me (and prove it) that you were a competent mechanical engineer, I'd jump right down your throat. We need three good mechanical engineers and we need them badly. And we need good chemical engineers and men who can learn to be supervisors and let me tell you something.

"While you're working away for 70c or 75c an hour and stewing about not having a chance, you ought to see us when we have a job to fill that pays \$200.00 or \$250.00 or \$300.00 a month. We make up lists of names and scratch off one after another and have the devil's own time thinking of who could fill it or who *could learn how to fill it.*"

A Job For The Personnel Department

We are not getting our good men and our good jobs together well enough and we are not showing our potentially good men where their opportunities lie and what they should do to get ready for them.

Lincoln's saying that, "I will study and some day my chance will come" is no bromide and the biggest job the personnel department has to do is to prove that Lincoln was right. Because you can put this in your hat—when men are crying for jobs that will pay them *35c an hour*—companies like this one are crying for men that can *EARN \$5,000.00 a year—or more.*

(Continued on page 2)

And Now It's Telephones

It seems that this issue is all about the war some way or other but, after all, the war is all about us so maybe it comes out even.

Now it's telephones that are rationed. A committee composed of Harry Walmsley, Andy Neureuther and Roy Rollins will have to pass on every request for new or changed telephone service and will have to certify that the phone is necessary to the activities of our business (to call employees in, etc.) before you can have a phone installed or moved.

The phone company says too that the situation is really that bad. So—if you're thinking of moving or installing a phone, get in touch with the committee and they'll see if it can be done. Ho-hum.

Rationing For The Five Hundred

If the little woman is having a tough time keeping her ration points up (and who isn't) ask her how she'd like to keep them up for 500 other folks too.

That's the problem that rationing handed to Mr. and Mrs. Carr but if you've eaten in either of our cafeterias since the Carrs took them over you already know how well they have answered the problem.

You are not going to get, in our restaurants or anyone else's restaurant or in your own home, all you want of every kind of food you want until the war is over but we can stand up and say that we don't believe that there's a place in town where you'll get as much as good and as cheaply as you will in the Staley cafeterias today.

This is not an advertisement. Both cafeterias are handling all the business they can take care of and if you've been carrying your lunch, keep on doing so. What this really is is thanks to two people who, with their staff, are doing a good job for us in a difficult time.

Air Mail From The Pacific

Thursday, April 8, 1943, was an ordinary spring day at Staley's except that the plant was shut down for about three hours in the afternoon to repair the drive on the separator reels in the Mill House. But, otherwise, it was pretty ordinary.

A couple of fellows called and asked to be released from their pledges to put 10% of their pay into War Bonds because they "couldn't afford it anymore" and another fellow complained about the way prices were going up and someone else said that he couldn't see that the American Army in Tunisia was accomplishing much.

But, not long after noon, the messenger girl dropped an air mail letter into the box at the Personnel Department and, because it had an A.P.O. number on it, we opened it up and pulled out the paper inside. Its creases showed that it had been folded several times and part of it was pretty grimy. Across the back it said, "I'm sorry I got this so filthy but I had to carry it around for quite some time before I had an opportunity to post it."

We turned it over and it was one of the forms we send out to all of our boys in service announcing that the company is paying a \$50.00 bonus to its employees in the armed services and asking them if we should send the check to them or to a relative or if we should hold it for them until they come back from service.

This one said to send the check to "China War Relief"; address? "I don't know but will you please find out"; relationship?, "The suffering children, victims of a very desperate circumstance"; Signed, "Horace J. Kester, Corporal Technician, Army of the U. S. A."

We read it again and took off our glasses and went and looked out of the window at the sun shining on the greening grass and opening buds of an Illinois spring.

Pretty swell. Little Bud Kester. An ordinary guy. He was a packer

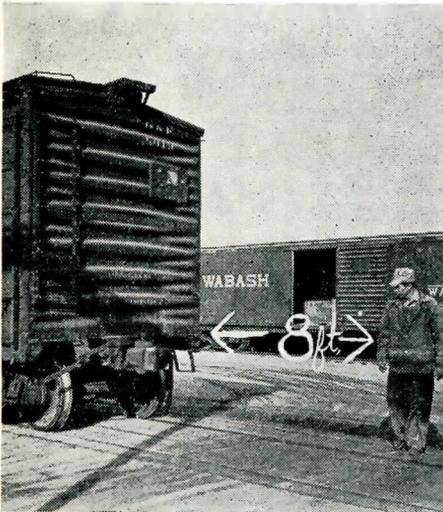
(Continued on page 2)

MORE ABOUT OPPORTUNITY

(Continued from page 1)

That's a large part of what we were trying to say when we sprung that badly explained merit rating plan on you. We didn't say it well and you thought we were kidding or had a gun in our hip pocket or both but that wasn't true. We were looking for a way to uncover the people who had the ability and the will to go forward and it is worth saying here and now that we can pay a man all the money he wants and needs if he can do the kind of thinking we want and need.

The personnel department's big job won't be easy and it won't be done tomorrow but when it is done—this will be the best company in America because it will have the best people. With your help and your ideas the job *will* be done.

Know Your**Staley Safety****C O D E**

23. STAY AWAY FROM RAILROAD CARS UNLESS YOUR JOB REQUIRES YOU TO BE IN OR ON THEM. NEVER CRAWL UNDER OR BETWEEN CARS AND WHEN YOU WALK AROUND THEM STAY WELL AWAY FROM THE COUPLING.

- Don't make the switchman do two jobs, take care of yourself.
- Remember—cars that are standing always move at the wrong time.

MORE ABOUT KESTER

(Continued from page 1)

in the Soybean Warehouse and sometimes he got in trouble with the boss for not doing what he should have done.

But you stick him out there in the South Pacific where he can find out more about the kind of an enemy we're up against than we can find out from the newspapers and what happens? Why he proves out. He responds like an American always does in a tough spot. He is in there pitching for the underdog. He's not saying that he can't afford 10% for bonds or that prices are too high or that he doesn't see how he can pay his taxes. He's not even taking a \$50.00 gift. He's saying, "Give it to the suffering kids in China. They need it worse than I do." And \$50.00 is a lot of money to a soldier.

So we're going to do that.

We're making out the check to United China Relief, Inc., and—here's a suggestion.

There must be 500 out of the 2000 of us who'd like to see Bud Kester give twice as much as he expected to. If there are that many—and if they'll all send a dime each to the Personnel Department, we'll be able to carry out Bud's instructions . . . double. Let's get more than 500 dimes and send them all to China Relief and prove to Bud that the old proverb about bread cast upon the waters is still true—at least at Staley's.

What do you say to that?



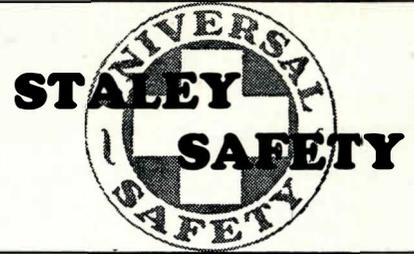
For Sale—A better than average, 5 room, all modern, white woodwork, venetian blind house with income property in back. Dial 2-3917 and be shocked by the bargain that's waiting for you.

* * *

Also—we received this communication from the best second baseman in the plant. Come on, you can look over our shoulder. "I talked to you in regards to our affair this morning and now that we are all out for Victory we all have a small garden so let's get in line and go."

"Plants for sale. Tomatoes, cabbage, Hungarian wax peppers, sweet potato slips, mangoes (of which there are several varieties). Call 6473 or call at 1531 N. Clinton St."

Signed,
2nd baseman.



By **MYLO ROBERTS**
Director of Safety

A lot of you are new in our plant and we want you to work here safely. We all have a big job to do and you have a vital part in that job. In order to do it, you must stay on the job and that means working safely.

The following is a part of a talk given by the General Superintendent of one of the big steel mills to all new employees. We feel that it applies very closely to our plant.

"Your company is interested in your safety and health, both on and off the job. The place you work and the tools with which you work have been made safe through better design. You will be instructed how to do your job safely as well as skillfully. However, you must cooperate by learning and following all safety rules.

"Read the safety booklet given you. Study and understand the rules and regulations it contains. Safety comes first and your cooperation is earnestly requested. There are some rules and safety suggestions which we want to emphasize.

No matter how slight an injury may be, report to your foreman and go promptly to the company emergency hospital which is open at all times. Infection may develop quickly, even from a tiny scratch. If you feel sick or if anyone working with you is sick, report at once to your foreman.

"You are expected, at all times, to wear shoes that are in good condition. We strongly recommend that you wear safety shoes. They provide ample protection for your feet and give you more shoe value and wearing qualities for your money.

"Where there is danger to the eyes, goggles, or masks must be worn. Remember, always wear safe clothing.

"Horseplay is always dangerous in and around the plant. Fooling, wrestling and throwing materials violate the safety rules and will not be tolerated."

Published Monthly
By The Personnel Department
For The Employees of

**THE A. E. STALEY
MANUFACTURING COMPANY**
DECATUR, ILLINOIS

Manager of Personnel
ROY ROLLINS

**When You Go Into
Service**

1. You should, if you've been with the company longer than 90 days, ask the Personnel Department for an election form which you and your commanding officer will sign and which, when mailed or brought back here, will tell us what you want done with your \$50.00 Service Bonus.

2. You should also ask them (if you have over 90 days) to give you an election form which you and the officer in charge of your service record will sign and which will indicate how you want us to take care of your insurance premiums.

Let's briefly rehearse this insurance deal.

When you go into service you'll be eligible to take out up to \$10,000.00 coverage in National Service Life Insurance. We'll pay the premiums on as much insurance as you were carrying here. For instance, if you had \$1000.00 group insurance here, we'll pay the premium on \$1000.00 of your National Service Life Insurance. If you were carrying \$3000.00, we'll pay the premium on \$3000.00.

But there are no arrangements by which we can pay it direct so—we'll pay the amounts due either to you or to any relative whom you designate or we'll accumulate it here and give it to you after the war. It's your choice.

Details go like this. When you enter the armed services, we cancel your Staley group insurance as of that date and cover you for 60 days with special War Risk insurance for which we pay \$5.00 per month per thousand. That costs you nothing. But, before the 60 days is up, you must return to us your election form properly filled out, to indicate how we should handle your premium payments.

The election form must be accompanied by a certificate signed by the officer in charge of your service rec-

ord showing (a) the amount of National Service Life Insurance for which you have applied, (b) the date the insurance becomes effective, (c) the amount of premium per \$1000.00 that it will cost you (premiums vary with age). When we receive those notices, we cancel the costly War Risk insurance and start paying premiums on the same amount of insurance that you carried here. But don't delay. Handle these things promptly.

**From Salesmen To
Rationing Ad-
ministrator**

(In 1000 Hard Lessons)

There's nothing much to say about sales except, boy, we sure got 'em.

As we've told you before, the Sales Department has kinda turned into a bunch of rationing administrators and "No" men and where once they fought hard to get Staley products into new channels and to expand the

old ones, they are now doing just the reverse.

Customers have neatly reversed their old tactics too. Where they once gave us alibis for not buying they now tell us tales that indicate that if they don't get more product in two weeks time, we'll have Panzer divisions passing in review on Michigan Boulevard before the snow flies.

So we have to sort out the stories and decide who really needs the stuff the worst and who really is the most essential to the war effort and to turn a deaf (or anyhow hard-of-hearing) ear to everyone else and just pray that they won't keep on hating us after the war.

That's the situation everywhere in the Sales Department except in the Oils Division. The happy boys and girls there have nothing to worry about except the minor madness of actual honest-to-goodness rationing and ration banking and one or two conflicting orders and authoritative statements on the situation per day. They say it's just ducky and if you'd like to buy a tank car of oil, just pull 180,000 points out of your red book and come on out. We'll sell.



The local paper mentioned two or three weeks ago, that, "although tons of syrup are manufactured in Decatur, many local stores have none on their shelves and are unable to get it." If your friends jab you with that, you can tell them that our company has, for some time, allowed Decatur a much larger quota of package syrup than it has allowed any other city of comparable size and is now increasing that quota. Syrup buyers in Decatur get *almost* as much as they want. Syrup buyers elsewhere do *not*.

* * *

The March issue of the Feed Division's "News from the News" points out that the entire world depends for its food on a soil layer seldom over 12 inches deep.

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The national shortage of soybean meal for this year amounts to 676,000 tons and the shortage of gluten amounts to 145,000 tons.

* * *

Staley net earnings for the first quarter were \$538,972—about average. As a contrast, we set aside for the month of March *ONLY* the sum of \$664,000 for income and other taxes. And still the W.L.B. says no raise for Staley hourly paid employees.

* * *

Some areas have found that a little Staley Cream Corn Starch mixed with ordinary cream produces a cream that will whip but it won't work in Decatur. Our cream here is not rich enough.

Let's Look at Occupational Deferments

It's a "Selective Service" Law

The bill which President Roosevelt's signature converted into law on September 15, 1940, was *not* called "The Draft Act". It *was* called "The Selective Service Act" and its name clearly indicated its purpose.

That purpose was to select for military service every man of military age whose induction would not create undue hardship for those dependent upon him for a living or who could be spared from his job in essential industry.

And We've Done a Good Job With It

Whether you are Republican or Democrat you'll have to admit that this is one law which was wisely designed and has been, on the whole, ably administered.

It recognized that (1) this is a total war and we must fight it with our total strength, (2) our total strength must be brought to bear in the most efficient possible manner by *selecting* some men to fight and others to forge their weapons, (3) that local draft boards in every community could do the best and fairest job of making those selections, (4) that every real American of military age was willing to do his part and wanted only to be shown what that part was.

All right. Let's bring those general principles down to a corn and soybean plant in Decatur, Illinois, and see how they work out in practice.

That corn and soybean plant is in an essential industry. A joint release of the Office of War Information, the War Manpower Commission and the Department of Agriculture on March 30, 1943, said:

Food Is Necessary

"In line with the development of programs designed to relieve manpower shortages in the food industry, the War Manpower Commission and the Department of Agriculture today emphasized food's importance in the war effort and appealed to employees in the various phases of production and processing necessary to the food program to remain on their jobs."

... "They added that it is most imperative that *experienced men and women* remain in these food industries."

We do not take this to mean that every Staley employee should be exempted from military service but we—and the draft boards with whom our men are registered—do take it to mean that we should ask for deferment for the key men in our organization—for the men whose presence or absence means the difference between our delivering an ever increasing stream of food and supplies to our soldiers and our allies and our not doing so.

We have taken it to mean that we should not ask for deferment even for our technical men until we have come to the rock bottom minimum where no move can be spared.

That's where we are today in most departments.

Here's What We Are Going To Do

Consequently, we intend to ask deferment for every chemist, chemical engineer, mechanical, civil and electrical engineer that we have left. We intend to ask deferment for every mechanic in departments where we have no well trained advanced helpers who can step into the shoes of mechanics who may be drafted. We intend to ask deferment for key men in other departments.

And, having asked deferment for these men, we intend to exert every means in our power to replace them with draft exempt employees (men or women) before their deferment period is up.

In some cases this is manifestly impossible. America has absolute shortages today of chemists, engineers and mechanics. If we release men in these categories to the armed services we would be able to replace them only by luring other engineers and mechanics and chemists away from their present employer and the job freeze order makes this practice (which was already unethical) impossible.

Staley policy on occupational deferments is so simple as to be transparent. Only one question need be answered.

"Is this man of more use to the war effort in this plant than he would be in the army?"

And We Want You To Understand

If the answer, in our opinion and the opinion of the draft board, is, "YES"—he will be asked to stay here and regard himself as a soldier of production. If the answer is "NO" he will, if physically fit, be inducted into the armed forces.

Those decisions are not easy to arrive at but we will do right, as God gives us to see it, and we want you to understand this problem and to give us your sympathetic help.

The leaders of our nation have said, "We have no doubt that in many cases it may seem to involve a greater personal sacrifice to stay on the job than to march away. If this is so, it is a sacrifice that we call upon you to make. It is only by the unselfish and coordinated effort of the entire manpower of the country that we will be able to complete the great task that lies before us." And "Although a great deal of emphasis has been laid upon the fact that essential workers are vital to war production, there is still much work ahead in registering this fact with the public and with workers themselves."

"Occupational deferment indicates that a man is making a more valuable contribution to the war, right now, than if he were in uniform. Such men should remember that our fighting men need materials and supplies to carry on their fight, plenty of them."

In War We Do What We Must —Not What We Want To

This is total war. The Staley Company will ask deferment for no man on any ground except his necessity here to the war effort. It will ask deferment for every man who is necessary. And he and you must understand that and help us to Victory.

Women For War Work

In response to that letter we sent you asking mama and the female children over 18 to register for War Work in our plant we received several hundred replies and at least half of them look (at least on paper) like they'd make desirable employees.

But we'd like to make one thing clear. It's no good calling up anyone in the Personnel Department and asking them to hire your wife or your daughter first. Several people have and the obvious answer is that, since everyone can't be first, the Personnel Department can only promise folks that it will be just as absolutely fair as it can be in deciding who is hired and when.

Incidentally, if there is anyone in your family who would like to register and didn't, call 242 and we'll send you a blank.

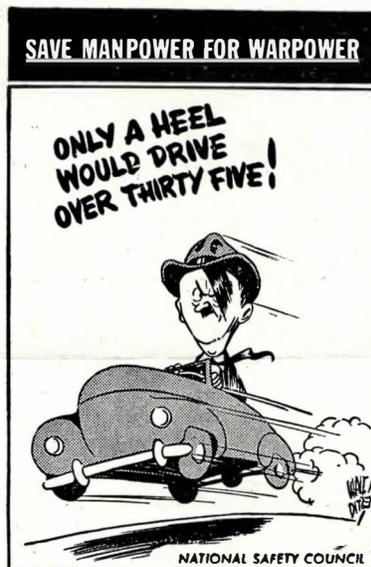
Also incidentally, the girls are just doing fine on their new jobs.

We Gotta Do Better

The Traffic Division of the local police department sent us a report last week on a check they made of our car occupancy count on March 31 and it indicated that we were averaging only 1.8 persons per car. They accompanied it with a letter saying in part, "These figures indicate that swap-riding has not been advancing very rapidly. It is believed that an effort should be made to stimulate the swap-riding program so as to prolong the use of private cars for necessary transportation of employees to and from work."

A few days later a representative of the O.P.A. dropped in to comment on those figures and said, sweetly but firmly, that we would have to raise our car occupancy count.

These, friends, are signs of the times and wise men will heed them. Some day someone is going to say "No swap-rides—no tires, no gasoline." Let's make plans to be under the wire before that happens.



To Keep Executives Informed

In prewar days when the office took an hour for lunch and folks had some time for gossip, office department heads were all pretty well informed on what was going on throughout the company. But now everyone is right up to his ears in his own problems and executives aren't able to keep up with important developments in other departments. Which is bad because they need to see the whole picture and where their efforts fit into it.

To meet this situation Mr. Staley instituted early in March a one-hour once-a-week staff meeting for all department heads so that they might all keep up to date on company policies and developments of general interest and so that each might report to the group the most important activities in his own field during the past week.

The meeting corresponds to the weekly foreman's meetings in the plant and those who have attended them have, thus far, found them well worth while.

Safety Shoe Stamps

Do we have to use our No. 17 stamp for Safety Shoes?

That question has been asked us a lot in the past two months and we've sort of mumbled and said "I'm afraid so" but we weren't very clear about the whole thing. Now, however, we've got it straightened out and here is how it works.

If you *have not* used your stamp, you must use it for Safety Shoes.

If you *have* used your stamp and need a pair of Safety Shoes, come up to the Safety Office, fill out an application, and we will issue you a Stamp for Safety Shoes. You will not have to go to the Ration Board or wait for their approval.

If you have used your stamp for Safety Shoes and need another pair, come up and we will apply to the Ration Board for a special stamp for you. We can issue stamps only for Safety Shoes.

In any case, always be sure to bring along your ration book or copy the number off of it. That number has to be put on the application and the stamp.

Buy Bonds - Share Rides

There Are Plenty of Problems These Days

It may be corny to say so but none of them are so tough that they can't be helped by a grin on your face and an honest effort to understand that the other guy may have some problems biting him too.

This is our war. We are the people who must win it. We can - and we will - and grins will help.



Ask The Man Who Owns One