ANNOUNCING

THE FIRST BOBBIN SEMINAR FOR 1969

DATES: FRIDAY, MARCH 21ST AND SATURDAY, MARCH 22ND, 1969

TIME: 9:00 - 5:00 FRIDAY; SATURDAY 8:15 TILL YOUR QUESTIONS ARE ANSWERED.

SITE: THE WHITE HOUSE INN, ATLANTA, GA.

THEME: THE MANAGEMENT OF PERSONNEL FOR PRODUCTION AND PROFIT

HUDDLESTON, BALLEW & CO.

THIS SEMINAR IS GEARED FOR TOP MANAGEMENT

With the Needle Trades becoming increasingly more dependent on people and their development, The Bobbin is proud to present for the **First Time** a critical seminar on this subject by one of our countries foremost authorities, Huddleston, Ballew & Co.

Crammed into 14 hours of this top management seminar, are vital subjects, rendered by experts all specifically designed to aid top management in assuring all aspects of the personnel function are geared for production and profit.

OBJECTIVE:

Seminar in personnel management

Think of any company that is generally regarded as successful. Or, think of any manager who, year in-year out stands head and shoulders above many others and ask the reason for this success. The answer will be found in the methods that management utilizes to motivate employes.

Successful operation of a plant in the sewn products industry requires technical competence in production techniques, product design, marketing and finance. You must have efficient methods, proper materials, machinery and equipment and know-how to combine them effectively. But the manager and his supervisors do this with the cooperation of **other people** in the plant, and all the technical competence in the world will not suffice if employees work against them, or grudgingly for them. This problem of winning wholehearted cooperation from employes is the central, ever-present problem of management.

Modern management is faced with getting effective results through people. Production and profits are directly proportionate to the effective utilization of people — the most important resource and asset you have. People, then, are the key to your success.

The function of management is to release the unused potential within employes. Effective personnel management lets employes utilize their capacities to the fullest extent. It lets people attain not only maximum individual satisfaction at work, but maximum production within their company. Good personnel management motivates employes to respond by giving their best effort to the organization of which they are a part.

Effective personnel management does not cost — it pays multi-fold dividends through higher individual productivity, zero voluntary absenteeism and retention of employes. It prevents resistance to change among employes, stimulates people to reduce scrap and waste and creates the "want-to" attitude within employes. It's the best preventor of union organization. It fosters personal and company growth.

The Bobbin has found through letters to the Editor and inquiries by executives that Profits are in your people.

PLEASE TURN OVER

PRESENTATION AND DISCUSSION BY:

Mr. Clay West Huddleston,
Principal
Huddleston, Ballew & Co.

Mr. C. W. Ballew, Principal
Huddleston, Ballew & Co.

Mr. Martin Kindig, Principal
Human Development
Associates Inc.
Consultants on Motivation
Member: Management
Resources Group
Memphis, Tennessee

Mr. Anthony J. Leggio,
Partner
Mitchell, Clarke, Pate &
Anderson
Attorneys At Law
Atlanta, Georgia

PROGRAM OUTLINE

Friday, 8:45 a.m.	Registration
9:00 a.m.	Welcome to the first 1969 Bobbin Seminar Mr. Herbert Young — **Managing Editor, The Bobbin Magazine**
9:06 a.m.	A fresh look at personal management, its shortcomings, its accomplishments and its objectives. Let's get the most potential from our people now! What are your personnel management goals? **Mr. Clay West Huddleston**
10:02 a.m.	Break
10:17 a.m.	Communications — All things happen through people — the three levels of communication. A new look at what you've been doing all your life — communicating with others. **Mr. C. W. Ballew**
	Film — "Meanings are in People"
12:00 Noon	Adjourn session.
12:15 p.m.	Lunch
1:18 p.m.	Understanding employe motivation. The manager and motivation — How employes change thru the manager's use of various motivation techniques. Mr. Martin Kindig
3:01 p.m.	Break
3:33 p.m.	Manager or manipulator? — The 14 principles of human behavior. Understanding the behavior of employees. The manager's proper role with his people. Common denominators of relationships. **Mr. Martin Kindig**
5:00 p.m.	Adjourn formal agenda

Saturday	The Law and Employe Relations — Legal
8:14 a.m.	decisions of recent note and how they affect you. Labor relations, equal employment opportunity, wage-hour laws and age discrimination prohibitions. A current appraisal of labor law decisions. Current union organizing tactics. What you **can** and cannot do — **should** and sould not **do.** **Mr. Anthony J. Leggio**
10:12 a.m.	Break
10:27 a.m.	Preventive Personnel Management — The minimum, things any plant manager should do to maintain "productive employee attitudes." The form and content of improved personnel relations. **Mr. Huddleston and Mr. Ballew**
12:00 noon	Adjourn session
12:15 p.m.	Lunch
1:16 p.m.	A dialogue of personnel management techniques. Some pros and cons to stimulate discussion and group participation about: discipline and work rules, employe communication, trial period, wages and benefits, recruitment and hiring, the female employee and morale, supervisory development and other stimulating topics. **Staff participation**
3:15 p.m.	Break
	Adjourn Seminar when participants questions have been answered.

SCHEDULE OF FEES FOR COMPANY EXECUTIVES ATTENDING THE TWO DAY SEMINAR

1 — $110.00 2 — $105.00 Per 3 — $100.00 Per 4 or MORE — $95.00 Per

Your check must accompany your reservation; however, it will be refunded if you have to cancel before March 10th.

Fees include luncheon each day, all supplies and reference materials.
Fee does not include motel.

Check one
- ☐ For Late Arrival March 20th
- ☐ For March 21st Arrival

Gentlemen:

Please enter our reservation for _____ executive(s) to attend "THE BOBBIN" SEMINAR.

Please ☐ Do ☐ Do not make reservations for us at The White House Inn. (If you check Do, attach note describing type room you want.)

COMPANY_____

ADDRESS_____

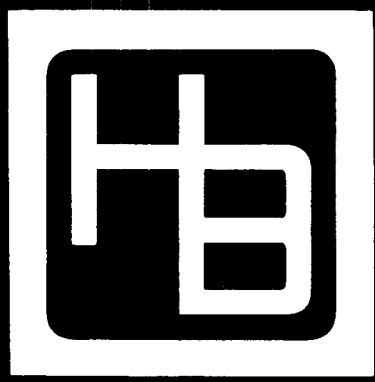
CITY_____ STATE_____

AUTHORIZED SIGNATURE_____

ALSO PLEASE LIST EXECUTIVES ATTENDING

MAKE CHECK PAYABLE TO: BOBBIN SEMINAR
P. O. Box 527, Columbia, S. C. 29202

Huddleston, Ballew & Co. consultants on personnel management



PERSONNEL PROGRESS

March, 1969

An information exchange of people management techniques, ideas, recommendations and case histories.

SPORTS ACTIVITIES:

As spring approaches many companies thoughts turn to company sponsored recreational activities. Such activities as softball, golf and baseball, to mention a few, can contribute to employe health and morale. In addition activities can help to build a closeness and team effort among employes and can provide opportunities for employes to meet others outside their own department. It also gives supervisors and non supervisory employes a chance to mingle on an equal basis.

Here are 4 basic considerations that a company should evaluate carefully before jumping into the sports arena.

1. What facilities are available, for how many people and at what cost?

2. Do your employes really want a sports program or is it simply a "do good" gesture on management's part?

3. Is there someone available and suitable to direct the program? Does this person have the enthusiasm to make the activity a success?

4. Does your business outlook for the months ahead appear compatible with such a program? If you anticipate ten hour shifts, six days per week to complete a contract or meet customer demands you don't need a sports program.

Huddleston, Ballew & Co. is a member of THE MANAGEMENT RESOURCES GROUP which provides services for growth minded management through its subsidiary and affiliate companies. Executive offices in Memphis, Tennessee

OPEN HOUSE: Do the wives and husbands of your employes know much about the company that provides for their livelihood? Why not consider having an open house at your company so that there will be a better understanding and consequently a better relationship on the home front? One client company has been holding open houses for several years with excellent results. They find the family is vitally interested in the work of loved ones. It also gives every supervisor a chance to meet the employe's family and get to know them individually. The results are higher morale, better employe-family relationship and exhibited pride in the company. Normally only a token work force is used to illustrate the various jobs performed. Light refreshments and small favors for the children are good.

MEDICARE BENEFIT THOUGHTS: Medicare benefits are available to employes who continue to work after reaching age 65. You may want to consider adjusting your benefit program to accommodate such employes. There are two separate plans providing protection to this group of people. The basic plan automatically covers those age 65 or older and is paid for by employer-employe payroll deductions. A supplemental plan is voluntary and is paid by a monthly contribution of $4.00 from the individual, with the federal government paying a like amount. This program protects almost all people aged 65 or older against the hazards of extended hospitalization and major doctor bills. Medicare should be discussed with your older employes to insure they fully understand the benefits available.

"'SILENCE': NOT LASTING OR GOLDEN: The labor front may be quiet in your area but don't expect it to stay that way. There is a long stretch of time between now and summer vacations with a lot of Christmas bills to pay. Employes can become easily disgruntled. Every firm should make sure its house is in order".

The above is a quotation from the February issue of the Virginia State Chamber of Commerce industrial relations publication. On seeing these remarks one naturally asks himself -- how does a company "make sure its house is in order"?

The measure of morale in any company is a composite of the attitudes of each employe. Some people feel they are so close to their employes that they know how their people feel. Others rely on feedback through their supervisors. Both of these methods are excellent if they actually work. Too many times, however, management is told what it wants to hear. The result is a rosy picture of a deteriorating situation.

The most effective and realistic method to determine attitude and morale is through a confidential employe attitude survey conducted by a third party. The value of a third party is they can analyze the results and interpret feelings of people impartially and objectively, completely void of personalities, fear of repercussions or internal influence. The result is a true picture of attitudes and morale from which the company can make sure its house is in order.

Let us conduct an attitude survey NOW to make sure your house is in order. We'll be glad to discuss such a program with you without obligation.

The publisher of Personnel Progress is not engaged in
employe relations problems require a legal re

CURB PRODUCTION LOSSES BY FIGHTING ABSENTEEISM: Try to get your employes to take a management point of view. Show your workers in black and white (just talking won't do it) how absences and lateness disrupt production schedules, make other's work harder, and affect customer relations and profits. Here are two successful methods that we put into different client companies. Both keep absenteeism under control. Note how they use the company's point of view.

1. Let your workers solve the problem. Send out to each employe a printed form asking first: "What are your suggestions for cutting down absenteeism?" This method makes workers look at the problem. Just getting them to consider it makes absenteeism drop.

2. Express your personal concern. A client company of 180 employes now discourages bogus second-day "illness" this way. Whenever a supervisor believes an employe is faking, he sends a telegram - over the president's name: "We're sorrry you're out. Hope there is nothing seriously wrong." The president may personally call the employe to wish him a speedy recovery. This personal concern pleases the truly sick, shames the shirkers, and virtually eliminates bogus "sickness".

NEGRO WORKERS - APRIL 4TH - DR. MARTIN LUTHER KING: Here in Memphis and indeed all across the South militant negro groups are passing the word to all black men and women, "Nobody works April 4th" in commemoration of the anniversary of Dr. King's death. Many are being pressured and told not to work that day. You can expect more pressure to build between now and April 4th. Negro union locals can be expected to ignore no-strike clauses in their contracts and some will openly call for no work that day.

WHAT TO DO -

Don't take an absolute stand that you will discipline absentees. They'll probably throw it back in your face and all not show up. Don't post any bulletins or written announcements about what management expects from its negro employes. Instead use face-to-face communications. Get a feel of the negro attitudes from supervisors. Let them carry your message. Tell supervisors to convey the following feeling:

"Friday is a normal work day. We've all got a lot to do.
I want to see you here at work where you're needed".

Let each supervisor or superintendent make it personal. April 4th is friday - a payday - this will help a lot. You should pay-off in the afternoon preferably.

If your company or plant is a predominate employer of negroes, (more than 65%) we recommend you show your respect for their feelings by pausing for 5 minutes of observance sometime during the day. The best thing you can do now is bring together several representative employes (white and negro) from each department and announce what you wish to do. Discuss it with them NOW before you get pressure from them to do something. They'll respect you more for taking action now. If you employ 85% or more negroes this is a MUST. It's good employe relations.

Every situation must stand on its own merits. Feel free to call Clay Huddleston or Bill Ballew for detailed advice on special situations.

endering legal service nor giving legal advice. Some
medy and should be submitted to your counsel.

MORALE

By C. W. Ballew

The relationship between employe morale and productivity are two things management has been debating for a long time. There have been many experiments attempting to relate these two terms beginning with the Hawthorne experiments conducted years ago at the Western Electric Company. These now famous experiments proved that high morale, even in the absence of favorable working conditions and benefits, result in high productivity.

We know from this and later studies that productivity can be increased by raising morale. Our services have helped management increase production many times. The key to achieving more production lies in the following morale factors:

1. Each employe understands the relation of his job to other jobs in the department and in the company. In other words he understands how his job fits into the over-all picture.

2. Each employe takes pride in his work and in being a part of a team producing the products because he knows what the products do and how they are used.

3. New employes are properly trained and orientated on the job so that they are brought into the main stream of things quickly and thoroughly.

4. Each employe is given a chance to grow and progress in his job. He has a chance to use his abilities and any special capabilities so that he does not get into a rut. This may involve the rotation of employes to and from monotonous jobs as well as the proper distribution of overtime monthly.

5. Each employe is periodically asked to give his suggestions and ideas about his work and the company in order to make it a better place to work.

6. Each employe knows where he stands as to the quality of his work. Credit is given where credit is due and encouragement given where needed.

7. Good working conditions are maintained including tools, lighting, ventilation, housekeeping, equipment, etc.

8. Each employe is kept fully informed about all things that affect him individually such as changes in methods of operation, schedules and equipment.

Imagine the positive effects on production in <u>your</u> company if you increased morale of your employes!

BUSINESS REPLY MAIL

No Postage Stamp Necessary If Mailed in United States

First Class
Permit No. 4644
Memphis, Tenn.

Postage will be paid by

Huddleston, Ballew & Co.

5050 Poplar Avenue, Suite 1707

Memphis, Tennessee 38117

Huddleston, Ballew & Co.

We want to review our personnel practices and keep our house in order. Please call me for an appointment to discuss:

☐ **Supervisory training** ☐ **Employe handbook** ☐ **Better communications**

☐ **Morale and attitude survey** ☐ **Executive development** ☐ _____

Name_____ Title_____

Company_____

Address_____ City_____ State_____

Phone #_____