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Nos collaborateurs

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of work are made up, which may or may not be part of a Trade Union Agreement. In any event, the Employment Supervisor should carry out all the relations with the Union Leaders, and he should make it his business to know them personally and to convince them of his honesty and desire to deal with them and live up to their agreements.

The Personnel Manager should settle all disputes, and the more disputes he settles the less troubles with labour there will be. He should be a regular listening post of the Company, and should try and eliminate disputes or aggravations before they become serious.

MEDICAL SERVICES

The hiring of new employees brings us to the question of a medical service in the Plant, and an efficient Personnel Supervisor should be the Officer of the Company in charge of the Medical Services, if there be one. It is important that employees be medically examined before being taken on, so that the Company does not employ men with contagious diseases or men with disabilities which are liable to involve them or their fellows in an accident in the Plant. It is important that the Personnel Manager observe these matters very strictly and, if there be a Pension Service in the Company, he should pay particular attention to the age and physical ability of the employee.

SAFETY SERVICES

This brings us also to the Safety Service. In my opinion, the Safety Supervisor of the Plant should report to the Personnel Manager. The Personnel Manager should draw up very carefully the rules and regulations of the Safety Service, and he should see that meetings of the Safety Committee are properly carried out, attending all the meetings and carefully reading all the minutes of the meetings. He should draw up a careful set of safety regulations and, here again, internal propaganda is very important. He should be careful to see that the cause of safety is promoted in the Plant and, again, the matter of safety records efficiently kept should be carried out.

APPRENTICE SYSTEM

In order that a supply of well trained young men are constantly passing through the organization, the Personnel Manager should have charge of the Apprentice system. He should see that the correct number of apprentices are constantly moving up through the various trades. He should lay out for them the course of instruction they should have and, more important, he should see that these boys are moved from function to function so that they are getting properly trained. In this connection, also, I might mention the policy of summer students into the Plant in the summer month several years before they graduate so that he can obtain first class material for the Plant.

WELFARE AND CANTEENS

He should be in charge of all employees' welfare activities, such as Mutual Benefit Associations, Sick

Benefit, Life Insurance schemes, etc., and canteens. Where possible, all these activities should be co-ordinated, and he should encourage the study of the welfare of all the employees by Committees of the employees. It means a great deal to an organization to have someone watching over the welfare of its people. Where a large body of men is concerned, there is always someone getting into trouble or someone needing help, and the Personnel Manager should see that this help is forthcoming. It is best done by the organization of all the workers into a co-operative welfare scheme. The supervision of the canteens is most important because they are being used by the men and, where possible, the profits of these canteens should go to the Welfare Fund.

I have mentioned before the matter of knowledge of cost of production. Where possible, the Personnel Manager should be a man who has come up through the organization and has a knowledge of the various productive functions. Whether he has come up through the organization or not, it is most essential he should study the various jobs or trades in those Departments. He must have a knowledge of job evaluation, and he should be able to talk intelligently about the various jobs. In this connection, I mention the question of time study. I find in various educational institutions, that emphasis on this has been completely neglected. It is a most important matter in industry today, and it is one which a Personnel Manager should have some knowledge of. It may come up in the policy of wage rates and in the relations with Trade Unions.

I finally bring up the question to you of daily contacts in the Plant. The Personnel Manager should not be one who sits in an office chair. He should be constantly out in the Plant keeping in touch with the operations and talking to the various men, and conferring with the Foremen about their needs. By doing so, he will hear of the various little complaints of the men and, in my opinion, many of these complaints are either justified or based on misinformation. The Personnel Manager must, of necessity, take the time to run these down and keep down complaints. If an organization lets a Labour leader come down and make that organization correct some grievances which the organization should have done itself, then it means that the Personnel Manager has fallen down on the job.

T. Roger MCLAGAN

NOS COLLABORATEURS

DION, Gérard, L.Th., L.Ph., M.Sc.Soc., secrétaire du Département des relations industrielles de l'Université Laval.

FORGET, Marcel, secrétaire adjoint de la Fédération des comités paritaires de la province de Québec.

MCLAGAN, T. Roger, Member Canadian Engineering Institute, de la firme Dufresne, McLagan and Associates, Reg'd., et gérant général de Canadian Vickers Limited, Montréal.

QUIMPER, Donat, LL.L., directeur adjoint du Service de conciliation et d'arbitrage du ministère du Travail.

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Adresser toute correspondance au Secrétaire du Département des Relations industrielles, Faculté des Sciences sociales, Université Laval, Québec.