Nos collaborateurs

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Citer cet article
of work are made up, which may or may not be part of a Trade Union Agreement. In any event, the Employ­
ment 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 dis­
putes or aggravations before they become serious.

MEDICAL SERVICES

The hiring of new employees brings us to the ques­
tion of a medical service in the Plant, and an efficient Personnel Supervisor should be the Officer of the Com­
pany 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 em­
ploy men with contagious diseases or men with disabili­
ties 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 sa­
fety 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 Per­
sonnel 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 ins­
truction 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 con­
nection, 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 Man­
ger 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 can­
teens 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 Man­
ger should be a man who has come up through the or­
ganization and has a knowledge of the various productive
functions. Whether he has come up through the organi­
zation 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 con­
tacts in the Plant. The Personnel Manager should not
be one who sits in an office chair. He should be const­
antly out in the Plant keeping in touch with the oper­
ations 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 justi­
fied 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.

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

MCCLAGAN, 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 concil­
iation et d'arbitrage du ministère du Travail.