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APPENDIX A

FIELD INTERVIEW SCHEDULE USED IN MANAGEMENT SURVEY

The field investigators were given standard instructions for using the Interview Schedule. The instructions included three items which the reader will find it helpful to keep in mind when considering the various questions:

Regard the words "recent" and "recently" as meaning during the past 10 years, with particular emphasis on the period since 1921.

Wherever the word TREND appears, give the years in which practice changed or new developments occurred and attempt to indicate the nature and direction of very recent changes in policy or practice, including changes which the person interviewed anticipates in the near future.

Words printed in *italics* directly after a question should be used, wherever applicable, as the answer, by encircling the particular words which constitute a correct answer. But expand the answer wherever necessary for clearness.

RECENT ECONOMIC CHANGES MANAGEMENT SURVEY FIELD INTERVIEW SCHEDULE	Company..... Location..... Interviewer..... Date.....	
Persons Interviewed Names	Titles	Number of years with this company

IDENTIFYING DATA

- A. Character of enterprise: *Manufacturing, Wholesale, Mail Order, Public Utility, Other* (describe). (Note changes during recent years, giving years).
- B. Products:
 1. Lines of products made or sold. (Note recent changes).
 2. Per cent (of total dollar volume) sold for use by "ultimate consumers"?.....
 3. Per cent sold for use by "producers" (*i.e.*, for capital or material accounts)?..
 4. Price range or sector: *Top? Middle? Low?* (If this question is inapplicable, explain why).
 5. Per cent of manufacturing cost spent for materials?.....direct labor?.....indirect labor?.....burden?.....

C. History:

1. Year business was established?.....
2. First and subsequent locations of major plant and general office, with reasons for and years of moves.

D. Corporate relations and control:

1. Recent corporate changes. (Note subsidiaries, mergers, or any other special forms recently developed, giving years).
2. Present ownership: *Closely controlled?* *Widely diffused?*
3. Per cent of capital stock held by employees?.....
4. Per cent of employees owning stock?.....
5. Further comments regarding control.

E. Expansion: List all manufacturing, sales, and other branch plants, offices, stores, etc.

Location	Date established	Date acquired	Date abandoned or disposed of	Functions (e.g., manufacturing, sales, general office, etc.)	Approximate number of employees in 1919 (or when established, if since then)	Approximate number of employees (now and when discontinued)

GENERAL OBSERVATIONS OF FIELD INTERVIEWER (TO BE RECORDED AFTER COMPLETING SURVEY)

Note your observations, citing evidence where possible, regarding such things as:

- A. Tendencies toward centralization or decentralization of authority and responsibility.
- B. Apparent changes in character of managerial personnel, e.g., scientist type replacing opportunist.
- C. Notions of obligation or responsibility to consumers, investors, employers, competitors, public at large, Government.
- D. Influence of banks and other financial houses on business control.
- E. Opinions regarding the value of various types of business associations, e.g., trade associations, chambers of commerce, employers' associations, etc.
- F. Opinions regarding the value of various types of business publications, e.g., general business periodicals, trade journals, books, and other similar channels of information.
- G. Opinions of executives regarding training for business, and relation of business and educational institutions.
- H. Does the management aim for improved results more from perfection of facilities and methods or from increased employee skill and morale?

RELATIVE IMPORTANCE OF MANAGERIAL PROBLEMS

In the judgment of the ranking person interviewed, what was (or is), in each of the years shown, the relative importance to the business of—

	1919	1924	1928
Organizing ability.....			
Supervision of subordinate executives.....			
Labor management.....			
Management of plant, equipment, processes.....			
Purchasing.....			
Creation of product demand.....			
Supplying market with product.....			
New product development.....			
Finance.....			
Other (specify):			
.....			

I. ORGANIZATION

A. Functionalization:

1. What instances have there been of positions or departments recently established to perform staff or functional duties—rather than to exercise executive or “lines” control—affecting either the entire concern or certain divisions only, *e.g.*, manufacturing., sales, accounting., etc.? (Describe briefly the nature of functions in each case, give year established or discontinued.)
2. What instances have there been of staff positions or departments recently established to investigate problems or carry on research, submitting findings, but purely advisory? (Indicate scope and place in organization and give examples of more important researches. Give year established or discontinued).
3. Who else (position, not name) in the organization in recent years has carried on research, and in relation to what subjects?
4. What outside research agencies have been utilized, when, and how?
5. What use has been made of the results of your own and of outside researches?

B. Co-ordination:

1. Upon what means (or combination of means) do you chiefly rely for co-ordination? (*e.g.*, one-man control; systematic interchange of information; occasional conferences; staff positions; established committees; executive committee replacing chief executive for control and co-ordination; organization chart; standard practice instructions; others—describe).
2. Which of the foregoing have been used and discontinued recently, when and why?
3. If committees are used, what are the functions of the more important ones, when were they established and what departments are represented in each case?
4. Indicate for organization charts and/or standard practice instructions, if used—
 - (a) By whose authority are they issued?
 - (b) How and by whom are they kept current?
 - (c) Whether they define job duties and relations?
 - (d) Whether they are published to the organization—how?..... to whom?.....

C. Executive technique:

1. What changes have occurred in recent years in personnel of major executive positions? (Give positions and years, but *not* names).

2. How many persons have been promoted within past (give years) to important executive, supervisory, or staff positions?.....
 3. How many persons have been hired from outside within past five years for important executive, supervisory, or staff positions?.....
 4. What special means are used to prepare or qualify employees for positions of responsibility? (Briefly describe and give history).
 5. What outside sources for executive and expert talent have been found most satisfactory? (Note especially recent experience and TREND).
 - (a) For immediate assignment (*e.g., other companies; same or other business; college faculties; etc.*).
 - (b) Potential (*e.g., college, business or technical graduates; others*).
 6. What methods of evaluating executive ability and performance have been tried, and with what success or results? (*e.g., tests, ratings*).
 7. What special methods of remuneration for executives have been tried, when, and with what success or results? (Recent changes).
- D. Preplanning and budgeting:
1. How, by whom, and when are major or "master" plans of the company determined? (Note especially use of internal and external statistics).
 2. Are you finding it possible (or advisable) to *plan further in advance* than formerly? or are business conditions enforcing (or counselling) a shorter planning interval?
 3. (If systematic budgets are prepared): In what year was budgeting begun?...
 4. Are preliminary estimates made by department heads?.....
If so, are department heads furnished data to guide them?
 - (a) Relating to future company policies.....how?
 - (b) Relating to the business trend.....how?
 5. Are there budget conferences?.....
 6. Is the final budget determined *in conference?* or by the *budget officer?* or by the *chief executive?* or *otherwise?* (specify).
 7. Are departmental budgets divided into controllable and uncontrollable expenses?.....
 8. For what period is the budget prepared?.....
 9. How are revisions effected?
 10. Is the budget used as basis for loans from banks?
 11. Do the banks require it?
 12. What essential changes in your budget practice have been made in recent years, when, and why?
- E. Forecasting:
1. To what statistical or forecasting services does the company subscribe?
 2. Who (positions, not names) receive the publications of these services, and how are they used?
 3. Are the amounts of material purchased, or the amounts of inventory carried, influenced in any regular way by the predictions published by such services?
 4. Has such influence in the past been generally helpful?
 5. (If new buildings have been built since 1920) was decision to enlarge based solely on evident growth of the business, or were you seriously influenced as to the time of expansion by predictions of such services?
 6. Did experience later show that it had been wise to rely on such statistical or forecasting assistance?

II. MANUFACTURING

A. Purchasing:

1. Who (position, not name) buys major materials?
2. Who buys minor materials?
3. What purchasing records are maintained and how used?
4. Which is your more usual practice: To seek *competitive bids*? To continue purchases from *tested vendors*? (TREND).
5. Which is your more usual practice: To *split orders* among several vendors? To place orders with exclusive vendors? (TREND).
6. What methods have you adopted to help reduce sales expenses of your vendors? (*e.g., appointments with salesmen; increased use of annual contracts; repeat orders placed by correspondence or by telephone; other*—specify).

B. Inventory control:

1. What departments or executives are responsible respectively for the inventory investment in—
 - (a) Raw materials?.....
 - (b) Goods in process?.....
 - (c) Finished goods?.....
2. Do you have established maxima and minima?
How long have you used them?
How are they kept up to date?

C. Production management:

Planning—

1. Is planning functionalized?..... When first?.....
2. Does it include *routing, scheduling, despatching*?
3. What important changes have there been in recent years in the functions or organization of the planning department or in its relation to other departments?

Recording and costing—

1. (If "standard costs" are used): How are standard costs established for—
 - (a) Direct labor?.....
 - (b) Indirect labor?.....
 - (c) Material?.....
 - (d) Overhead?.....
2. Are standard costs modified from time to time in the light of changing business conditions?..... How often?.....
3. How are standard costs used? (*e.g., fixing selling prices; prompt determination of profit and loss; standard for department heads to work to; other*—specify).
4. Are actual (not standard) costs used as check against performance of separate portions of the organization?.....
5. Are costs (*actual or standard*?) used to determine cost of idleness, thus influencing contracting for extra work?

Material standards—

1. Are you—
 - (a) Increasing the precision of your material specifications?.....
 - (b) Making greater use of generally accepted trade standards?
If so, are they mainly standards approved by the United States Bureau of Standards?
 - (c) Doing both (a) and (b) with respect to different materials?.....
2. What new methods of testing materials have you adopted in recent years, and what did they supplant?

Processing standards—

1. What methods are now used in establishing quality standards?
2. What recent changes in such methods have been made?
3. In what cases (if any) have the possibilities of poor product been practically eliminated through improvements in method or equipment?
4. What means are used to maintain quality standards? (*e.g.*, executive pressure; standard job instructions; financial incentives—what sort? nonfinancial incentives—what sort? inspectors; automatic inspection. *TREND*).
5. In what ways have you enlisted the co-operation of employees in waste elimination?

Maintenance—

1. How old is the major portion of the plant? Recent addition?
2. Do you check operating conditions of buildings, power, machinery, lighting, and other equipment periodically, against standards? How long has this practice been followed?
3. Do you schedule (a) replacements? (b) maintenance? How?

Quantity standards—

1. What methods are now used in establishing quantity standards? (*e.g.*, analysis of past records; time study—over all? or elemental? ascertainment of machine speeds; motion study; other—specify).
2. Is it customary, before establishing a quantity standard, to standardize methods and/or equipment to reduce likelihood of delays or errors?
3. What recent changes in methods of establishing quantity standards have been made?
4. What means are used to maintain quantity standards? (*e.g.*, executive pressure; standard job instructions; financial incentives—what sort? nonfinancial incentives—what sort? mechanical handling equipment; other—specify. *TREND*).

D. Output:

1. To what extent has your product per employee-hour (or on other suitable basis) increased or decreased in recent years?
2. What have been the major causes of this change in efficiency? (*e.g.*, mechanization; process changes; layout; simplification; production control; employees' attitude; training; labor turnover; other—specify).

E. Technical changes (in manufacturing methods or equipment):

1. What have been the major reasons for recent technical changes? (*e.g.*, to offset high labor costs? to meet price competition? to meet quality competition? other—specify).
2. Which of the recent technical improvements resulted from continuous research or experimentation to improve methods?
3. Are further improvements already developed awaiting expedient time for use?
4. Do you anticipate that future advances (*i.e.*, in next decade or two) will be more rapid? or equally rapid? or less rapid?
5. Do you anticipate that future increases in efficiency will result principally from technical improvements and/or from better handling of "human element," or other causes? (specify).

F. Extent and fullness of operation:

1. Use of facilities—
 - (a) Has there been in recent years marked over-expansion of this company's facilities? When? For what purpose?
 - (b) Has there been in recent years marked over-expansion of the industry through new or enlarged plants? When? Due to what situation?

- (c) What increase in output would be possible for this company without added facilities?
 - (d) To what extent are present idle facilities obsolescent? (Note whether written off, if mentioned).
 - (e) When (approximately) were present idle facilities purchased?
 - (f) What are present normal working schedules (hours and shifts), and in what respects have they changed materially in recent years?
 - (g) How would working two or three shifts affect costs?
2. As a result of recent technical changes, approximately how many employees were (and in what years)—
 - (a) Transferred to other work?.....
 - (b) Trained for new operations on same work?.....
 - (c) Released from company?.....
 3. What classes of workers, as regards types of skill, were affected in each of the ways indicated in the previous question?
 4. How are those who were released from company now employed (if known)? *e.g.*, other industries in district, especially new concerns, retail or other concerns, etc.
 5. What effects have recent technical changes had upon the type or period of initial training required?
 6. Has there been in recent years a marked increase in the proportion of jobs so specialized as to involve practically no carry-over of skill? (Note examples).

G. Personnel practice:

1. Organization—Through what changes, as regards organization, function, and relation to other departments, has the personnel department passed in recent years, and what is its present status?
2. Employment technique—
 - (a) Who (position, not name) is responsible for selection of new employees? (TREND).
 - (b) When and how have you altered recently your personnel standards? (regarding, *e.g.*, sex, age, race, nationality, citizenship, religion, physique, education, marital status, union membership, other—specify).
 - (c) Which of the following aids to selection have you found practicable, and which have you tried and abandoned? (TREND).
 - Interview (who does?).....
 - Tests (what sort?).....
 - Medical examination?.....
 - Job specifications?.....
 - Other (specify).....
 - (d) Are labor turnover figures tabulated?.....
 - How often?.....
 - How refined is the analysis?.....
 - How used?.....
 - Are data submitted to any outside agency for comparison with other companies?.....What? (TREND).
3. Vocational adjustment—
 - (a) In following up the progress of new employees, which of these are used: *performance records; attendance records; ratings; tests (what sort?); medical examination; other?* (specify). (TREND).
 - (b) What is the practice regarding transferring from job to job or from department to department? (TREND).

- (c) What systematic practice for making promotions has been developed, when put into effect? (Describe briefly).
- (d) Are employees leaving interviewed, by whom, and for what purposes? What exceptions, if any? (TREND).
4. Training and education—
- (a) What are the organization and facilities, including relations with outside agencies, for training or advancing the educational interests of employees? (TREND).
- (b) Which of the following training means do you use: *Preliminary job training; apprentice course* (what trades or subjects?); *classes—company subjects; classes—general or cultural; foremen's conferences; executive training courses; "flying squadron;" special training of college men; alien education; library; company publications; other?* (specify).
- (c) Which of the foregoing have been tried and discontinued? When? Why?
5. Incentives—
- (a) How are job or trade differentials (for wage rates and salaries) determined? (*e.g., market; union scale; job classification based on job study; job evaluation by some special method—describe*).
- (b) What are the prevailing types of rates? (*e.g., time; piece, bonus or premium; etc.*) (TREND).
- (c) Is an extra wage paid employees upon dismissal? (TREND). Under what conditions?
- (d) What special bonuses are paid? (*e.g., annual; length-of-service; group; etc.*)
- (e) What is the practice, and how altered in recent years, regarding payment for—
- Overtime?
- Absences?
- Holidays?
- Vacations?
- Transportation?
- Lunches?
- (f) What financial rewards are offered for employees' suggestions, and with what results? (TREND).
6. Separations—
- (a) Age of retirement.
7. Wages.
8. Provisions for workers' security—
- (a) What has been done toward regularizing employment, when and how? What are the outstanding obstacles to regularization?
- (b) What has been done along the lines of accident prevention?
- (c) What studies have been made of fatigue and monotony?
- (d) What company provisions are there for insurance? (Include mention of mutual benefit associations, insurance provisions of unions, and indicate company's part in their support).
- Pensions? formal? contributory? funded? actuarially sound? reinsured?
- Savings plan?
- Stock (or bond) purchase plan?
- Others?
9. Services for employees—Which of the following have been provided and when—social, athletic, recreational activities; employee magazine; store, or

- special buying privileges; loan fund; credit unions? Which discontinued—when? why?
10. Joint relations—
- (a) Are relations between the management and employees based upon—
Supervisory contact only with individuals?
Occasional special committees (how composed and selected)?
Employee representation plan?
When established? (Note any comments as to its effectiveness).
Union agreement? (Note comments).
 - (b) In what respects have joint relations altered in recent years?
11. Personnel research—What special research has been conducted, when, and how utilized? (*e.g., tests for selection and placement; application blank data correlated with performance; rating procedure; fatigue; health; accidents; compensation methods; labor turnover.*)

III. MARKETING

A. Selling:

1. Organization—

- (a) What is the structure of your selling organization? (Brief description, showing relationships within sales department and to other departments).
- (b) What structural changes have occurred in recent years?
- (c) What auxiliary or functional sales activities have been performed in recent years by special divisions of the sales organization or designated individuals? (Note when each was established and when any were discontinued, *e.g., sales promotion, sales engineering, sales counsel [outside], etc.*)
- (d) To what extent, and when, in recent years, have you increased or decreased the number of missionary salesmen as compared with regular salesmen?
- (e) In what respects and when have there been changes in policy respecting employing sales engineers for designing and engineering service, demonstration, or installation?

2. Personnel—What are your practices, and in what respects and when during recent years have they changed respecting methods of—

- (a) Selecting salesmen?
- (b) Training salesmen?
- (c) Remunerating salesmen?

3. Sales control—

- (a) In what respects, and when in recent years, have methods of routing salesmen been changed? (*e.g., respecting permitting salesmen to choose own routes; length of trips; other—specify.*)
- (b) In what respects, and when recently, have the sizes of sales territories been altered?
- (c) When was the use of sales quotas instituted? When abandoned? When were (or are) quotas used as a basis for remuneration?
- (d) When recently, and to what extent, have changes been made in the frequency of calls? in frequency of sales reports?

4. Sales costs—

- (a) What methods of analyzing costs of distribution have been adopted recently, and with what results? (*e.g., by classes of product; by*

classes of customers; by types of salesmen; by territories; others—specify).

- (b) What per cent of total sales represented direct selling expense in 1919? in 1924? in 1928?

5. Advertising—

- (a) In what respects, and when recently, have advertising methods been changed with respect to media used, area (*e.g.*, local, sectional, national, international), type (*e.g.*, institutional or product), etc.?
 (b) What per cent of total sales represented advertising expense in 1919? in 1924? in 1928?

B. Merchandising:

1. In what respects, and when recently, have methods of co-ordinating sales with production been changed? (*e.g.*, appointment of *merchandise manager; merchandise committee*—how composed? *other*—specify; briefly describe present process).
2. Where is responsibility now placed for—
 (a) Selection of products? Where previously? When changed?
 (b) Design of products? Where previously? When changed?
 (c) Pricing of products? Where previously? When changed?
 (d) Scheduling production in relation to sales? Where previously? When changed?
3. (If market analyses are (or were) made)—
 (a) When begun? When discontinued?
 (b) What objectives? (*e.g.*, *setting quotas; allocation of sales territories; evaluation of competition; determination of proper sales channels; other*—specify).
4. (If distribution analyses are (or were) made)—
 (a) When begun? When discontinued?
 (b) What objectives? (*e.g.*, *discovery of new uses; reaction of market to product; other*—specify.)
5. Market—
 (a) What per cent of your market is local? Sectional? National? International?
 (b) What changes in policy respecting market areas have occurred in recent years? When?
 (c) What per cent of sales are through brokers? Through sales agents? To manufacturers and other industrial users? To wholesalers? To chain store companies. To individual retailers? To individual consumers? (through your own stores or by canvassers). Other? (specify).
 (d) What changes in policy respecting trade channels have occurred in recent years? When?
 (e) Do you face competition from concerns producing *similar products* from industries making *substitute products*?
 (f) On what basis is a share of total business sought? (*e.g.*, *territorial advantages; product advantages; varying price sector; other*—specify).
 (g) What special means are used to protect from competition? (*e.g.*, *patents; trade marks; brands; secret processes; other*—specify).
6. Trade channels—
 Wholesalers.

- Small retailers.
- Department stores.
- Chain stores.

IV. OFFICE MANAGEMENT

- A. Functionalization: (If there is an "office manager"): What are the major functions and scope of authority of the office manager? (TREND).
- B. Control: What has been done in recent years along such lines as layout? Routing of work? Job study? Salary classification? Standardization and simplification of forms? Standard instructions? etc. (TREND).
- C. Mechanization: What types of office equipment have been—
 1. Recently installed.
 2. Recently abandoned.

Supplement	1919	1924	1928
Number of employees in production (direct labor).....			
Number of employees in sales.....			
Annual sales (index number).....			
Product—physical volume (state unit).....			