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THEORY: EMPLOYEE/WORK PLACE SERVICES

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ABSTRACT

It is important to understand basic ideas or theories behind management/program strategies to be able to fully comprehend how systems work and their impacts. These are the foundational elements that are often overlooked in the development of effective employee/work place strategies. Many times systems are designed based upon operational strategies with little

understanding of the underlying concepts. Only when the foundational elements are well understood can one effectively know where and how to apply information effectively.

KEY WORDS: management theories, management philosophies, evaluation procedures, employee/work place services, effective evaluation designs

INTRODUCTION

Much of the information in this essay has already appeared in previous articles within Visions. These articles will be used as a guide for the discussion. The historical documents from the office of the national organization was also be used to provide perspective.

In order to begin an understanding of the theories that have application two documents were used. One was developed by Art Conrad from a presentation that was given to the International Recreation Congress in Belgium in 1973. Another publication that provided insight was a paper that was developed by Brown, Malla, Mateus, Mazzeo, Reynish, and Wei. This was a group class project that studied the Lockheed employee service program. Frank Davis was a source for the paper. He started the program in 1936. These sources give typical ideas or foundational elements of programs from around 1940 to 1970. The primary philosophy was the exploration of recreational activities and their relationship to individual outcomes. There was an understanding from direct experience that programs had beneficial returns in terms of physical health, mental health, leadership training, recruitment, community relations, and a positive environment for equalization, democratization, morale, and productivity. Many of these programs were employee driven and organized. This involvement provided an opportunity for the organization to engage employees and develop skills and involvement through employee interests. The positive development was achieved through very strong motivation. There were two primary approaches one was the use of community resources with the support of the organization and the second approach was the providing of services within the organization. The structures of the programs were quite varied based upon the organization and the type of audience. The basic theories of these programs were focused upon human needs of recognition, competitiveness, adventure, combat and the urge to achieve. These types of programs also stimulated creativity and provided an outlet for boredom and frustration.

These early programs were supported by organizations that had a true caring and concern for the individual. The organization realized the importance of recreation program in providing a mechanism for creating relationships with employees through relating to an individual's interests and needs. Those organizations that provided programs were usually characterized as patriarchal or matriarchal in nature and use of very humanistic philosophy in the development of their personnel systems.

In order to get a clear picture about ideas related to theory, a word analysis was completed of the employee service publications.

(<https://archive.org/details/1958and1959vol.1and2rm/1958%20and%201959%20%28Vol.%201%20and%202%29%20RM/>) The two common words that relate to the subject of foundational development were theory and philosophy. The following were the texts that were isolated from the publications. (Comments were provided after each section to interpret the statements from the publications. Some of the statements are reflective of the time and are not politically correct.)

Theory

Page n243

Neither a Theory nor an Experiment, Industrial Recreation Is Considered an Essential Function of Successful Management

Page n243

So long as people are the essential components of corporate success, a great measure of that corporate success must depend on the ability of these people to communicate effectively with each other and get along harmoniously with each other. The formality and reserve of daily business life is in direct contrast with the informality and friendliness of our leisure life, and one day spent in leisurely activity with a fellow worker will generally result in a closer mutual understanding than a year of business contact. If the family can also be included in the activities the benefits multiply. At Convair, employee recreational activity is not a theory or an experiment. It is rather a long established part of our industrial relations which we consider an essential function of successful management. Our present corporate philosophy, which favors a

very extensive recreational program, is the result of hardheaded business judgment by our top management executives. We are personally gratified to realize that the program not only makes good business sense but also contributes substantially to the welfare and happiness of each and every one of the members of our corporate family.

Page n346

Trophy's tough, thin coats provide a finish so durable it explodes the old theory of "Babying your gym floor". Now your gym can become a multi-purpose activity center.

Page n577

The Supreme Court has rejected the theory that for a recreational injury to be compensable it must have arisen directly out of the nature of the work while the employee was performing a duty for which he had been expressly or impliedly employed. A broader conception is adopted. The Court recognizes as risks of employment the conditions, obligations and incidents of the work as usually conducted. The Court also clearly strikes down benefit to the employer as a requirement for granting compensation.

Page n650

Classes in code and theory play a part in the program as well as classes in general electronics. Lectures and demonstration of new ideas and equipment are very popular. Field days, hidden transmitter hunts, and hamfest are special events.

Comment:

One of the ideas mentioned was that there is not a need for theories because employee services ideas are based upon programs from a practical viewpoint, therefore, standalone. Another important factor was a theory based upon communication. Communication is the basis for understanding on how to approach each other in the work setting.

Philosophy

Page n45

Unfortunately, not everybody is fully aware of the benefits that a company derives from its recreation program. Some people still think that employee recreation is just another way of allowing an employee to “let off steam on his own time.” Of course, if recreation programs in business and industry were founded on such poor philosophy, they would die in no time at all.

Page n243

So long as people are the essential components of corporate success, a great measure of that corporate success must depend on the ability of these people to communicate effectively with each other and get along harmoniously with each other. The formality and reserve of daily business life is in direct contrast with the informality and friendliness of our leisure life, and one day spent in leisurely activity with a fellow worker will generally result in a closer mutual understanding than a year of business contact. If the family can also be included in the activities the benefits multiply. At Convair, employee recreational activity is not a theory or an experiment. It is rather a long established part of our industrial relations which we consider an essential function of successful management. Our present corporate philosophy, which favors a very extensive recreational program, is the result of hardheaded business judgment by our top management executives. We are personally gratified to realize that the program not only makes good business sense but also contributes substantially to the welfare and happiness of each and every one of the members of our corporate family.

Page n276

It is based on a sound philosophy of recreation. Encourages cooperation between all departments and community agencies.

Page n326

We in industrial relations work are constantly reminded of our many and varied problems. In closing I am reminded of a philosophy I heard expressed fairly recently in a so-called “brain-washing” class and it is simply this: “There are no such things as problems—they are only opportunities for solutions.”

Page n351

Tomorrow’s factory will be a campus, because, in the words of J. Naish, president of Convair, Division of General Dynamics, “Our corporate philosophy, which favors a very extensive recreation program, is the results of hardheaded business judgement. The program not only makes good business sense, but also contributes to the welfare and happiness of the members of our corporate family.”

Page n395

Art had the knack of combining the practical and the philosophical approaches. He was instrumental in establishing a sound philosophy for industrial recreation. A. A. Larsen, the Seattle Division’s industrial relations direct expressed it this way yesterday.

Page n413

A new AMA publication deals with certain basic questions for personnel executives which are currently in the spotlight: What are his decision making responsibilities? Can personnel work be scientific? Is there a practical philosophy for personnel administration?

Page n638

The climate the recreation director sets, relative to recreational philosophy, fair play, sportsmanship and good common sense will do much to curb problems in the safety area.

Page n669

If we are going to have a program that can be sold, it must be able to stand the test of time, and to do that it must represent some basic needs and values. Over a period of time you develop policies, also a philosophy on the values involved. Let me list some of these values as we see them at 3M Company.

Page n673

This is in keeping with our philosophy that recreational activities should be employee-desired, employee initiated and, in large part, employee-supported. What management does for the employees in a recreation program is not, in the long run, as important as what it does with the employees . . .

Comment 1:

These statements were a reflection of the recreational and activity philosophy base of employee services. There is also a strong indication that such programs have a very positive influence upon the organization. Outcomes seem to be directly tied to the ability of the employee service director to develop relationships with both the organization as well as the individual.

Comment 2:

These phrase summaries indicate the activity base of employee services and its ability to develop a positive culture that represented an effective communication among management and employees. This culture also had a family atmosphere that involved the people in the activities of the organization and helped incorporate a holistic approach to the development of a corporate culture. This also had a resounding affect upon the image of the organization in the community and develops strong public relations programs.

NEW ERA

As the employee service field evolved, there was a shift from recreation to a diversity of programs based upon service. This does not suggest that during the initial years of the development of employee services were not provided. The reverse is also true that during the maturation period that recreation was not involved. The National Industrial Recreation Association (NIRA) was formed on the Campus of Purdue. The organization changed its name in 1982 from the National Industrial Recreation Association to the National Association of Employee Services and Recreation. It is also important to clarify that the word recreation is not synonymous with sport but includes a great diversity of activities that includes music, cultural events, special events, etc.

Employee services programs were under the direction of the human resource or personnel department. The theories and philosophies that help conceptualize the profession were primarily from this segment of the business community and represented a very humanistic approach.

With the expansion of endeavors, new philosophical positions emerged. This was the direct result of the incorporation of management philosophies beyond human resources. This does not suggest that different management philosophies were not incorporated into employee service systems, but with the increased importance employee services was viewed as a management tool/ approach. New types of organizations beyond humanistic perspectives were attracted to the employee service concept. There was a greater concern about employee service programs and their contribution to the organization. One focus was: what activities were needed to produce what types of outcomes. The primary outcomes were productivity and the social welfare of

employees. With this change in emphases, the organization changed its name to Employee Services Management.

DEFINITION

It is difficult to find the definition for employee services in literature. This definition was created from multiple sources. An employee service is that portion of resources management and personnel that deal with non-negotiated benefits and services that help the individual and organization to achieve their goals and objectives. It is the movement toward the individual understanding and helping the institution achieve its goals and objectives. An important emphasis is the movement toward the organization helping the individual to achieve their goals and objectives. It is a tool for the institution to train the individual in the ways of the organization. The outcome is often increased productivity. Individual often accomplish their life achievements through the organization. A trend is the flexibility with the organization as well as the individual. This flexibility recognizes the diversification of needs of the individual as well as the organization during different economic times.

The first of the clearly stated definitions were from early publications by a National Park and Recreation Association with the copyright of 1943. The next major source was by Diehl and Eastwood with the copyright of 1940. Both of these publications had a basic definition of recreation and their primary focus was activities for the workplace and their basic justification was outcomes such as building self-reliance, physical and mental health, better relationships, etc. These sources related to activities and the development of a recreation organization in the workplace. The publication by Diehl and Eastwood was a comprehensive presentation with full data references and was an excellent publication. There was another text in 1955 by Dr. Jack Anderson. His book reflected the same activity base as the Diehl and Eastwood. Its basic position was on consistency and program development. The next major effort that had a definitional perspective was by Wilson, Wanzel, Glaspie, and Roberts. This publication was ghosted by Mel Byers. This definition focused upon not only activities but expanded the definition to include services. There was an extensive effort in the publication to justify programs through a program called top management speaks. Again, there was an effort to clarify how to organize the structure and function of an employee service program. The next definition appeared in Visions publication Volume 3/3 that was devoted to Mel Byers. This publication was a reflection of the movement toward employee services from recreation. This gave rise to the changing of the name of the National Association. The following is a series of questions and answers that indicate the diverse nature of employee services.

Quote:

Definition

Question 3: What is one of the major problems facing employee services?

Answer: It is that many individuals who hold positions of importance in employee services do not know the philosophical basis of the program or why their program exists and how it relates to bottom line profits.

Question 4: Could you expand upon your statement about purpose?

Answer: It is not knowing, or having a clear definition of program purpose and how it fits into a company's organization so that it can be effectively sold. Many of the programs make statements about outcomes such as "it makes our employees friendly," "it keeps our people busy, and therefore out of trouble," and "it is our civic purpose to provide recreational programs for employees, especially for the wider community." These types of statements are fine but they are secondary outcomes to the organization's purpose of bottom line profits. Ultimately, the base link between such outcomes as friendship and public relations must be shown to benefit the company. It is this link that is not understood well.

Question 5: Will you give an example of employee services programs that has had problems because of a lack of understanding of their purpose.

Answer: There was one company that provided their employees with every type of facility and program in a very benevolent manner. From this give-away program, the company expected loyalty. Then there was problems with negotiations, the employees walked out. The company officials could not understand how their employees could turn on them. As a result, the company reversed its philosophy and took away many of the employee benefits. This brought about unionization and conflicts resulted. This is an example of where the company entered into a give-away program and did not understand its basic purpose and how it could be utilized in relation

to individual and organizational goals. Any product, service or goods that are given away is not valued.

Question 6:

What should be the primary goal of an employee services program?

Answer: The primary purpose is not a competitive athletic program. It is not the function of an employee services program to develop a collegial atmosphere and award company letters. The primary purpose should be service to achieve both the individual's as well as the company's goals. The question is always asked, why are we doing this? The answer most often given is, "you must play to be a good worker". This is not always true because there are some individuals who are workaholics who make a substantial contribution to the company and "they do not play". These types of assumptions must be tested to identify base relationships and outcomes between an employee services program and outcomes of the company.

Question 7: What should the specific goals of employee services be?

Answer: The purpose should be the training of employees and improvement of employee skills. Employee services programs should parallel that of the business and its structure should be similar. The same purchasing forms, budgeting procedure, etc., should be used so as to help train the employee in the procedures of the company as well as giving him/her the necessary skill for job advancement.

Comment:

This approach focuses upon the uniqueness of each organization and development of an individualized strategy for the program based upon their operation. This is a content approach that has to be applied based upon different circumstances.

The next publication in 2001 by Sawyer was a reflection of a complete movement toward services and management. In fact, in the later stages the national organization was renamed Employee Service Management. This was an excellent text for the structural development of an employee service program that has a management base. There was a complete shift toward management functions that is indicated by the following quotes:

Pg IX

Quote

Philosophy

My philosophy is very simple. I believe management is a process of achieving desired results through effective utilization of human and material resources by employing such management functions as planning, organizing, staffing, leading, and controlling. Further, I believe that the process of management is basically the same as all activities, whether it is business, government, education, fitness, recreation or sports. Therefore, when one teaches the basic tenets of management it applies to all fields of endeavor – management is management. The only thing that changes are the specific circumstances, but the five basic management functions; must still be applied – planning, organizing, staffing, leading, and controlling if the efficient utilization of human and material resources is to be the end result.

Pg 4

Quote

Approach

The focus of this approach is becoming an employer of choice of public, private, and nonprofit sectors. It is the purpose to become an employer who attracts top talent because the employees

choose to be associated with the employer. The employee makes conscious choices to be associated with particular employer.

Comment:

Management is the primary approach in this philosophy. These principles are process and can be applied to any organization.

UPDATE

The following manuscript was a previous article in Visions that examined concepts and issues of employee services. Several excerpts were provided and there was the discussion following the quotes.

Manns, D. and Groves, D. L. 1995 Examination of Key Concepts and Issues in the Development of Employee Services, Visions in Leisure and Business: Vol. 13: No. 4, Article 2.

Quote:

Relationship among activities and outcomes

Once a company realizes the benefits from employee services, they provide the most effective programs possible. The next evolutionary step was to focus on the range of outcomes of an employee service program. The emphasis shifted to related benefits for the company and how the programs contributed to the company. Eventually individual outcomes were important. Since human resources are such a critical element, there is a need to retain skilled and dedicated workers. Once outcomes had been defined, activity prescription to achieve the desired outcomes became the new theme. Improvement upon motivation, education and employer/employee relations became an important thrust. This information is essential to understand how the company and individual work together to reach common goals.

Comment:

Prescription as outlined in the quote is essential, but in recent years ways and methods had to be found to examine relationships on a systematic basis. Most of the approaches have been intuitive from clinical experiences. New intervening variables have been discovered that suggest new methods are needed to examine these relationships. This is the direct result of in depth understanding of the dynamics in the give-and-take between the organization and the employee.

Quote:

System perspective

The focus of employee services has evolved from athletics to education to services. With the sophistication of programs and services, the need to keep employees working toward the same goal is essential. One way to achieve this objective is stronger group cohesion. Cohesion has become one of the most important factors in an employee service programs. With the sophistication of the workforce in 50's and 60's, the demand for a cooperative workforce was important. This topic has been debated and there are many different opinions about the importance of employee service programs. Two of the resources used to develop the evolutionary framework of management/employee relations were: (1) The 100 Best Companies to Work for in America by R. Levins and M. Moskowitz and (2) The 100 Best Companies to Work for in Canada by E. Innes, R. Perry, and J. Lyon.

Comment:

Many approaches focus upon the variables associated with the relationships. It is important also to take a look at the perspective from a larger viewpoint. Often, this is the culture that has been established within the organization. These cultures are both positive and negative and have a profound influence upon the variables in the system. Often, it is thought that the leadership is the essential element that influences success. It has been found that the culture has a tremendous

influence upon the longevity. This does not suggest that quality and innovative leadership does not influence success in the short run.

Quote:

Productivity

In many studies the focus was on identifying the relationships between employee service programs and job satisfaction and productivity. (2, 12, 20) The purpose of the studies was to illustrate benefits to the companies (3). The study found that by giving the employees an education, the employees could then use the new skills and apply them to their job. If there is a vested interest in the worker, then he/she is more inclined to have a high level of satisfaction. Literature also suggests, that if the employee is thought of as an investment, then the employer will get more productions in return (7).

Comment:

Productivity is the primary concern of the organization because it is directly related to profits and success of the organization. It is in how the variables that are important to the organization and the individual are manipulated. This manipulation is based upon development of policies. These policies are directly related to management styles. Implementation is the key element to important variables and how they are developed. The structure and function of the organization must be consistent to maximize its influence.

Quote:

Impacts

The second type of studies was those completed to determine the impacts or benefits of employee services programs. (11, 13, 18, 21, 22)

Comment:

The nature of these studies was to better define the outcome from employee service programs. These outcomes are obviously segmented as different audiences have diverse experiences from their involvement with the diversity of programs. It is important to identify the spectrum of outcomes and how one relates to another, especially in terms of sequence

Quote:

Investment

By investing type of outcome, the company better knows the benefits from their investment.

Comment:

It is essential to understand investment not only in terms of dollars but in terms of involvement and effort. Involvement and effort represent important resources that are directly related to cost. This is also true of time. These may not be direct investment in terms of dollars, but represent expenses in terms of resources. And only when the investments are understood can correct evaluation be completed, especially in terms of some type of cost-benefit analysis.

Quote:

Cohesiveness

Special events, team events and other employee service programs (short term) have primary outcomes which produce cohesiveness (17). Cohesiveness is defined by Festinger (9) as "the

resultant forces which are acting on the members to stay in a group" (p. 274), and has generally been the definition accepted by most researchers. Meta-analyses (8, 17, 19) indicate that there is a positive relationship between group cohesion, job performance, and productivity.

Comment:

Cohesiveness is a bonding variable that holds everything together. It is glue that allows the parts to come together. It is the structure that allows the development of consistent goals and objectives. It is an integrating factor that brings perspective from a systems level. Common direction in terms of work endeavors is especially important to have the entire organization moving together to achieve the organizational goals and objectives.

Quote:

Collective Action

There are several key themes that have been identified: relationships, benefits, prescription, and cohesion. There have been many attempts to isolate the relationships between employee services and productivity. The evolution of key concepts and issues are identified in the following categories: (a) relationships between employee service programs and job satisfaction and production, (b) individual and company benefits of employee service programs, (c) prescription, (d) the degree of cohesion which existed between worker/co-worker and employer/employee?

Comment:

These different perspectives provide insight into employee service models, which there are many. Each organization has a distinct personality characteristic and as a result the organization has to be structured to achieve consistency of action.

PERSPECTIVE

In order to get a clear picture about ideas related to theory, a word analysis was completed on the employee service publications. The common words that relate to the subject of assessment were investment, evaluation, return on investment, dividends, effective, success, gains and results. The following are the texts that were isolated from the publications. Of the words that were analyzed the ones that had the valuable findings were: investment, dividends, effective, success, and results. The words that had the greatest meaning were success and results.

Success

Page n5

“The squeals of delight and joy from the children whose dolls won ribbons was proof enough that our first combined doll show was a huge success,” stated Callaway Mills Co., LaGrange, Ga., show director, Erma Whittle. Spectators were amazed at the unusual dolls exhibited, including bride dolls, foreign dolls, homemade dolls, old dolls, rag dolls and wooden dolls. Winners included a doll 157 years old and one that had a complete 22-piece wardrobe, including such accessories as sun glasses, earrings, and a raincoat.

Page n6

Assure the success of your league by becoming a member of the N.B.C. National Association of Leagues.

Page n16

Other firms have had excellent success with the employee show. The Gates Rubber Company of Denver, Colorado and the 999 Service Club staged an employee show that featured a vaudeville format with occasional skits. The employees picked out the idio- syncracies of the top brass and hammered them out in public to the intense glee of a packed house. The amused faces of management were testimonial of the program success.

Page n21

Well-planned recreation programs are just as important in small business as they are in BIG business. However, the value and success of the small company recreation program will depend largely upon how well the program is geared to the unique characteristics of small business.

Page n36

A person's outlook on retirement is almost as important to the success of a retiree program as what the program itself contains. Here is a short quiz that can be used to check the mental attitudes of your older employees regarding retirement. It can be used to show them the value of acquiring new recreational interests before they retire so they won't "die on the vine" when they start collecting their social security checks.

Page n40

An outgrowth of heavy industrial card play has been the formation of leagues. These leagues are not restricted to types of games nor numbers of teams. Their success has been assured and future growth certain. Examples of successful league play can be found in Cincinnati (Bridge), Rochester, N. Y. (Euchre), Providence (Cribbage).

Page n41

Success of the industrial basketball tourney depends upon how much attention you pay to the little" things. Here's your checklist of pre-tournament details.

Page n42

If you pay special attention to some of the little items in the physical arrangement of the tournament, you are certain to have greater success and will operate an efficient event. Check these items:

Page n68

RECREATION MANAGEMENT, MARCH 1958 Individual possession of the trophy for the year. Three wins will give winner permanent possession, according to Joe Rooney, of the Rochester Golf Committee, the tournament has been an unqualified success, with over 200 participants last year.

Page n76

Success has been traceable to the fine physical facilities, excellent character of its leadership, and high quality of craft materials, movies, sports and other activities.

Page n91

Someone has well said that the measure of the success of an executive is his ability to develop the people below him. This development has two phases: (1) the development of the individual, and (2) the development of the group in any activity into a team. Teamwork, in turn, develops those who carry their share of the load and develops leaders. It doesn't take long in a game to find out about the guy who pulls in the wrong direction and one will get you ten that he will be the same fellow who pulls in the wrong direction in the plant.

Page n93

Here are a few tips on planning the Easter Egg Hunt that are sure to make the event a thorough success, not only for the kids but the parents as well.

Page n105

United States Steel's chorus has also been unusually successful. Last year, it won three first place awards in the Chicagoland Music Festival. Its mixed chorus has taken home awards and plaques from dozens of national music competitions. The U.S. Steel chorus was organized as a male group in 1932, and, after World War II, was divided into three units: a 70 voice male chorus, a 60 voice women's glee club, and a mixed chorus. Members of all of these units come...

Page n106

Appearance of the choral group is a major factor in the success of the activity. (Company colors)

Page n139

A successful one-day workshop (President of the Association) was sponsored for the first time in Canada. His speeches at the Milwaukee County Industrial Recreation Council, the Detroit and Philadelphia one-day workshops let his audiences know that here was a real champion of employee recreation and NIRA.

Page n142

Success of this type of program depends very greatly upon the caliber of the counselors. Sun secures the best available—college physical education instructors who have camping experience, and college seniors majoring in physical education.

Page n161

Credit for the success of the program must go to the competent staff of instructors, directed by Harold “Shifty” Gears, one of softball’s first “Hall of Fame” choices. Gears, who hurled Kodak Park to world championships in 1936 and 1940, had as his assistant Robert “Skip” Lewis of the KPAA staff and a corps of 16 instructors. Three of these—Tommy Castle, Leo Gallagher and George Krembel—are also former members of Kodak Park’s championship teams. All the others are local and area high school coaches who welcome this summer employment.

Page n162

Success of ASA’s first youth softball program was established when over 100,000 boys and girls registered over the nation. Participation in the program is expected to triple this year in the three divisions shown below:

Page n177

The key to the success of the Oakland plan has been the all-around cooperation between industry, city and school officials on the development and use of recreation facilities.

Page n179

The 17th annual NIRA Conference and Exhibition in Ft. Worth. Approximately: five hundred delegates, guests, wives on May 18-21. Was a rip roaring success. Exhibitors played “cowboy” for four days and loved every respect. Genuine Western hospitality.

Page n194

Do you see this industrial recreation giant? 52,000 companies with 70 million individuals located in every state and province in North America. Hard working people, with different interests and skills, who for the most part are the product of a time in American life when recreation was considered waste, when opportunities for recreation in terms of time, program and facilities were hardly in existence, who now for the first time have leisure time for something other than the essentials of existence; time to do some of the things they have always wanted to do. Enlightened employers are beginning to realize that the welfare of their employees and their capacity to enjoy life is the most important part of every company. That the director of recreation is a vital member of management’s team; that employee rapport is so interwoven with production that success or failure depends on that company’s program of human relations.

Page n207

Starting with a group of four people who tried camping out in 1955, this club was an immediate success with employees. In the summer of 1956 five camp outs were scheduled in Illinois, Indiana and Missouri. In 1957 there were six camp outs, the largest of which consisted of twenty units comprising 82 people.

Page n217

Proving again that showmanship plays an important role in the success of recreation activities, The Gates Rubber Co. of Denver, Colo., turned the formality of presenting its Picnic Queen into one of the highlights of this year's events.

Page n219

Such immediate success seems surprising, but many other companies have taken up skating with the same success as International Paper.

Page n228

What's the secret? Equipment storage based on the principle of simplicity, that clear but often elusive method to success.

Page n234

Success of the Christmas show at Eastman Kodak in Rochester, N. Y. More than 1,500 children and grownups attended the two shows.

Page n243

So long as people are the essential components of corporate success, a great measure of that corporate success must depend on the ability of these people to communicate effectively with each other and get along harmoniously with each other. The formality and reserve of daily business life is in direct contrast with the informality and friendliness of our leisure life, and one day spent in leisurely activity with a fellow worker will generally result in a closer mutual understanding than a year of business contact. If the family can also be included in the activities

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Page n251

Travel Club originally. We suggest continued on next page Club operation where it is time to call on a travel agent to supply you with special itineraries, ideas of things to see, how to go, where to stay, how long to be gone, and all the other necessary items to make your trip a success.

Will publicize and sell the trip to insure success. Here is a poster used this year by GEV Nela Park Travel Club to promote its two European tours. It also serves as a good example of how agent and carrier will assist a company group.

Page n253

To honor Mann for his assistance, the music groups combined their efforts in a special program in the Spring of 1943. Held at Flint's Central high school, the show was a great success, drawing praise from all quarters.

Page n256

However, another form was tried with considerable success last year at Firestone Tire and Rubber Company in Akron, Ohio. Called Flag Football, its principle variation is in the method of "tackling." Each player wears a 20-inch "flag" on each hip tucked under his belt. Instead of stopping the ball carrier by touching him with one or both hands, the tackler tries to pull out either flag. This eliminates all doubt over whether the ball carrier has been tackled.

Page n257

Called an “unqualified success!” by judges, contestant and nationally known fishing experts who watched from the sidelines. Industry’s first national Fish-A-Rama\company fishing champions from seven states, a solid star toward future expansion. Already, one firm has asked to send four contestants to the 1959 Fish-A-Rama.

Page n257

A major contribution to the event’s success was the hospitality of the hosts, the Tennessee Division of State Parks, the efficiency and enthusiasm of the guides and the unsurpassed fishing potential of Kentucky Lake.

Page n266

Is it entertaining? Basketball tournament was smash success.

Page n293

Selection of good leadership is your responsibility—the success or failure of your program depends on how well you do your job.

Page n294

Difficult in finding volunteers for activities and events. Try to pick employees who have experience in the activity. Often, these volunteers must be selected by an election from the affected group.

Page n294

Employees have been reluctant to volunteer for officiating and such event activities. Employees feel that paid personnel will better perform such tasks.

Page n294

Our experience has been that leaders selected from the employee groups themselves provide the most able leadership in as much as they have a personal interest in the success of the activity. Their experience in the activity together with the assistance of the activities staff and past leaders of the group make for a most successful program.

Page n294

Outside Assistance in Obtaining Professional Leadership for Women's Activities: There are many sources of obtaining professional leadership for women's activities. The one most widely used is in personal contact with the many community activities such as: Women's Clubs, Church Activities, Charity Organizations, School Functions, etc. The leaders must be sincerely interested in social activity in order to make a success of a woman's group; when this is the case, obtaining professional leadership is no problem.

Page n295

The success of our hobby show was due to the work of our “Committees” who started working three months before the show.

Page n299

A trip to Washington, D. C., from April 18-22, 1957, was first propose in June, 1956. A great deal of work went into its success with about 40 taking the tour.

Page n304

The program lasts about one hour. Santa Claus remains on the stage or goes to the lobby of the auditorium to be available for any of the children who want to shake his hand or speak to him. Our experience has been that to make the program a success, keep things moving and try to limit it to one hour.

Page n305

We have found that the most important factor in the success of our program has been “the selection of officers and commissioners” of activities who were “ON FIRE” with enthusiasm for a recreation program. In turn, these people will pass this enthusiasm on to the employees. It takes a “lot of selling” from key people and management to create and maintain high interest among employees in any kind of program.

Page n305

The success of any program depends upon the careful selection and election of employees with leadership qualities and enthusiasm for a recreation program.

Page n317

Shooting with the rifle, pistol and shotgun is as traditional in our country as bacon and eggs for breakfast. It is a sport in which families can and do take part together, in which mom has a good chance to take dad, and junior can occasionally whip them both. It is a competitive sport but one, like golf, in which success goes to the one who best disciplines himself.

Page n317

As the growth and success of shooting clubs materially affects our volume the Gun and Ammunition Industry, individually, and through their Small Arms and Ammunition Manufacturers Institute, have a definite assistance program that is available to clubs where they are going through the preliminary stages of organization; but this is the only time we can really help for a club can get started and continue successfully only through promotional effort at the local level.

Page n322

Joe pinched hit for the "Varsity Softball" leader and briefly remarked on its success at Kodak. They choose their players from the company leagues. It offers the better players of the plant to meet the better players from other plants in the Rochester area. Then too, it is provided for the spectators to watch who do not participate.

Page n323

Communication in the planning and carrying out of recreation programs is possibly the most important factor for its success. No matter how well a program is organized, its success depends on the participants knowing about it. Almost every company has their particular plan for disseminating information.

Page n329

I have found that there are four keys to success in competitive athletics. They are :

Page n343

All signs indicate a record European season during 1959. Therefore, act quickly to assure the success of your travel program. Drop us a note or telephone, and one of our office will arrange to call upon you to explain the details of our program - no obligation, of course.

Page n347

Success is measured in terms of results, not by the budget.

Page n355

The first requirement for success is a place to shoot. Without one, even the most rabid members slowly lose interest and begin to look for a more active club.

Page n362

Although square dancing has enjoyed varying degrees of revival throughout the U. S., a requisite for success is a skilled caller, able to coax the dancers on their feet.

Page n364

Assure the success of your league by becoming a member of the N.B.C. National Assn, of Leagues.

Page n380

There are also several forms of management for the recreation area, all of which can be carried out successfully. Whether the park is owned and operated jointly or exclusively either by management or an employee's association, each group should have a voice in the policy decisions of the park administration. Success is equally dependent on the support and cooperation of both groups.

Page n389

Tom Croft, Conair, on "A Good Recreation Program Is a Company's Best Method of Communication."

Page n408

Programs of proven success for every occasion—meetings, luncheons and banquets. Nationally known attractions will draw capacity attendance at your functions. For information on personality's available, open dates and fees, write wire, or phone:

Page n434

The success of the Croft administration could have been predicted last May when the tall Texan was elected to NIRA's highest post.

Page n437

Company, will present his "Pattern for Success" during the conference's opening luncheon on Monday.

Page n438

E. I. du Pont de Nemours, will present his "Pattern for Success."

Page n449

Executive from Wilmington, Delaware., will present his "Pattern for Success."

Page n469

So now you are backing home. The convention can do you plenty of good but not if everything garnered there—materially and mentally—is forgotten Take each idea, product date, merchandising suggestion, sales aid and tale of: "success stories". Examine each individually, and determine if it might not be put to work for you.

Page n483

RECREATION MANAGEMENT, JUNE 1959 J. D. Wright believes that without employee recreation, no human relations program can be a complete success.

Page n483

People who "tee off together" are not apt to "tee off at each other/ and contribute greatly to company success

Page n483

Thompson workers long ago have learned to play together. To this combination we attribute much of our company's success and complete freedom from labor strife.

Page n483

There is nothing paternalistic about our Activities program. It is operated entirely by the employees with the guidance of our Activities personnel. All of our recreational activities—sports, social and cultural—are employee-desired, employee-supported and employee-operated. Eighty-five per cent of the program's expense is borne by the participants. Experience has shown that this gives the employee a sense of having a greater stake in the activities in which he or she participates and helps insure the success of the program.

Page n483

Thompson is proud to be a member of the National Industrial Recreation Association, and it is our hope that all industry, large and small, may someday become a part of this growing movement of furthering employee recreation, without which, we believe, no human relations program can be a complete success.

Page n485

Finally, principles of running any good contest should be closely followed. Vigorous publicity before and during the contest is essential to success and don't neglect awards. Give them plenty of incentive.

Page n489

The CRA Employees' Council had a number of very valid questions concerning this new activity. For instance, what sort of recreational program could such a group offer? Could it offer even a small degree of the appeal provided by such high drawing activities as softball, bowling, hunting, fishing and square dancing? Would it appeal to just older men and would it exclude women and children? What resulted was a new variation on the old theme—success story.

Page n505

In a remarkably well received speech, James Q. du Pont, administrative assistant, E. I. du Pont Nemours & Co., listed ten simple rule: for success which work the same for: small as well as large businesses and can be applied to personal relations The core of the "Pattern for Success," In four days, recreation directors representing roughly two million employees in U. S. and Canadian Industry went through a compact program which treated almost every aspect of their specialty. Indeed, even those portions of NIRA's 18th annual Conference and Exhibition which were meant as entertainment or a change of pace from regular procedure held, in them, a special message for all delegates.

Page n508

Imagination and resourcefulness are vitally important to the success of any.

Page n526

Top facilities and services are basic for a successful season

Page n540

Sure was glad that I could attend the 18th Annual—a real success and a tribute to all you do to help NIRA grow and go forward. I'm glad I am on the team.

Page n540

Other important features of this valuable reference edition will be the NIRA Membership Directory and Bylaws, R/M Yearly Index, a bibliography of recreation reference books and comprehensive articles on administering successful employee recreation programs.

Page n541

Sperry Gyroscope Co., Div. Sperry-Rand Corp., Lake Success, N. Y.

Page n554

At the conclusion of the program, management sends a letter of thanks to all participants for a job well-done. Copies of the acknowledging letter from the distributing agency, a final report about the program's outcome and an audited accounting for money collected and spent, are usually enclosed in the mailing. Letters of appreciation for their support of the contest should also go to the judges; the local press and any other organization that helped make the project a success.

Page n565

Imagination and resourcefulness are vitally important to the success of any industrial recreation director. "Old stuff" is no fun. It's the fresh approach, the new wrinkle.

Page n588

Imagination and resourcefulness are vitally important to the success of any.

Page n594

To help you organize your own tour, Maupin tour offers a complete step-by-step promotional package to make it easy to assure sell-out success. Posters, colorful post cards mailed from Europe, personal letters, souvenirs, travel hint booklets, color-sound films, and illustrated folders are all arranged by Maupin tour to build and maintain the interest of your employees for their 1960 European holiday.

Page n604

This fascinating form of shotgun shooting is increasingly becoming a real family sport. Appealing doubles teams, similar to those used successfully in golf and bowling, help build interest. This is one sport in which women can definitely compete on the same level as men.

Page n608

Imagination and resourcefulness are vitally important to the success of any industrial recreation program.

Page n615

JAMES Q. DUPONT—Pattern For Success

Page n621

It has also become a tradition in Wolfsburg to hold an art exhibition for the employees every other year. Ten years ago, Volkswagen's director general, Dr. Heinz Nordhoff, sponsored the first one of these cultural events. The success it encountered exceeded even the most optimistic expectations. During the years since then, the Wolfsburg exhibitions have won world-wide fame.

Page n629

The success of bridge activity in individual company programs and in inter-company leagues needs no embellishment. Successful leagues are in operation in New York, Chicago, Milwaukee, Los Angeles, Northern New Jersey, and many, many other centers throughout the country.

Page n635

A few seasons ago we had a great deal of success with Jewel Creations. Many of the girls are still making their Christmas presents.

Page n636

Catalogue and success book self-explanatory.

Page n639

Duggar discovered aureomycin at 72; McArthur, at 75, became a successful industrialist following retirement from the U. S. Army; Konrad Adenauer at 81 is certainly one of Europe's most commanding political figures; Frank Lloyd Wright was said to be in his prime as an architect in his 80's; Arturo Toscanini at 89 was hailed as the world's greatest Conductor; Grandma Moses at 97 is a popular American painter, and Syngman Rhee, at 84, is still very much in the world picture.

Page n640

However, with the exception of the first hourly group, we have had a problem of participation. The last group had only five members (there should be 15 or 20). It appears that success might depend on the amount of push a plant might want to give to the program. We are going to continue the sessions in the study plant to find out.

Page n649

Success of Suggestion Plans.

Page n650

You can see that suggestion plans are economically successful. Suggestion plans are not only measured as to their success by statistics and dollars. A few minutes ago when I was telling you about suggestion plan benefits, I am sure you recognized another yardstick that is used to measure their success and that is their employer-employee relations value. Their contributions in this field have been numerous and just recently I was exposed to a classic example of this. The president of one of the largest railroads in America, while discussing his company's annual suggestion plan report, pointed to the very substantial net savings figure and said, "Even if this figure was red instead of black, we would still have a suggestion plan because of the many employee relations benefits our plan contributes to the successful operation of our company."

Page n654

Based on our experience, we feel the tournament is a success. We are, in fact, gratified and pleased at the participation in this first year's program, and we think it indicates that future years will see the program grow materially.

Page n654

Briefly, a postal rifle and pistol match is accomplished rather simply. We did quite a bit of advance "selling" and much of our success this year is directly attributable to the splendid work done by Don Neer in getting the information to the companies who are members of NIRA. This was accomplished both by direct mail and by several splendid spreads in R/M.

Page n655

Social and Club: Within this area, the older employee, both male and female, may be brought into the picture. Such clubs are bridge, camera, chess and choral are good year-round activities. Guiding these organizations and helping them develop good leaders is most important to encourage successful employee planning and programming.

Page n655

Instruction type activities: In this activities area we have found good response. Although we have been experimenting only a short time in this area, we feel that it has great potential. We have had success with dancing, interior decorating and bridge classes, and our immediate plans call for exploration into sewing and cooking. The field is unlimited—and it is self-sustaining—no cost to the company other than space.

Page n656

In my view, that attitude is an absolute must for any degree of success with a recreation program. I have heard a number of people in the Washington area express the belief that we already have ample recreational activities which our federal employees are free to participate in on their own. As a result, they see no great need to plan, promote and conduct an individual agency program.

Page n657

Thoroughly informed of the existing policies, guidelines, and procedures for support. Maintain constant liaison with all interested individuals and agencies to insure success. This will help you avoid or overcome many problems.

Page n659

The cooperation of departmental supervision plays a most important part in the success of any industrial recreation program. Because the "Park" covers an area of approximately 1,000 acres, two of our main concerns are the availability of the KPAA offices (main office and one subsidiary) to the employees and also keeping them informed of KPAA events.

Page n662

To help you organize your own tour, Maupin tour offers a complete step-by-step promotional package to make it easy to assure sell-out success. Posters, colorful post cards mailed from Europe, personal letters, souvenirs, travel hint booklets, color-sound films, and illustrated folders are all arranged by Maupin tour to build and maintain the interest of your employees for their 1960 European holiday.

Page n664

Success of industrial league play is largely dependent on good publicity, promotion throughout the plant, and the league officers elected.

Page n665

The golf professional plays a very important role in the success of an industrial golf program. Among the traits desired of golf pro are:

Page n665

One of the most important committees is the Promotion and Publicity Committee. Ultimate success depends on well-organized committees and how they handle the many details connected with a Tournament.

Page n668

Pattern for Success

Page n668

Success in modern business springs from simple rules which work the same for small as well as large enterprises. These same rules can be used as a guide to individual success.

Page n683

All signs indicate a record season for travel during 1960. Therefore, act quickly to assure the success of your travel program. Drop us a note or telephone, and one of our officers will arrange to call upon you to explain the details of such a program - no obligation, of course.

Comment

The essential elements for the development of success are directly proportional to the building of relationships. They have to be formulated in the context of the structure and function of the program as it relates to the development of a specific interest of an employee. Interest in this context is related to activities that have personal attachments and meaning.

Results

Page n15

Whether the talent is corn or classes the results are the same: better employee harmony, more laughs, and a little cash for the coffers of the employee recreation fund. These inducements are enough to sell the merits of the program. To make it even better, the rehearsing is set up with staggered schedules so no actual work hours are lost.

Page n16

“Our male chorus has produced unbelievable public relations results,” admits Daniel Hassel, vice president of Dominion Foundries. “The group is now called the ‘Dofasco’s’ and they sing Christmas songs to employees all over Canada. Radio and TV demands for their services come into our offices every day. What better public relations can you have?”

Page n22

In January, 1957, the National Industrial Recreation Association made a random sample of its members regarding their annual recreation budgets, date of program origin, and title of program administrator, employee associations, and program financing. Returns were received from 240 companies located both in the United States and Canada. The tabulated results of this survey, with a summary evaluation will be carried in monthly installments. Here are the first two:

Page n31

WORLD TRAVEL PLAN CORPORATION offers every industrial group a guaranteed controlled operation, backed by a network of offices and the most experienced staff in the group travel field. Our services enable every client to organize a group with minimum work and the

highest percentage of results. Our services have enabled leading national firms to repeat group vacation plans every year or every other year.

Page n34

“I consider youth fitness among the top ten of America’s programs which require action results,” comments Chairman Burgess. “I also consider that, if properly pursued, youth fitness can well become the nation’s most successful endeavor of its kind.”

Page n36

Try this short quiz on several of your employees —and on yourself. See if they and you are prepared emotionally for the day that spells “retirement.” You might be surprised at the results, especially in the creation of new recreation interests among older employees who have never before realized the value of these activities during retirement.

Page n68

Outstanding feature of the Cargill League operation is the weekly bulletin issued to post players on league match and special events results, and the prize awards. Individual and team standings are kept up-to-date and are posted without delay to keep the between-matches chatter going.

Page n76

The results have been pleasant. Over 800 kids have benefited from the program and adult participation has not only checked its slide, but increased 10%.

Page n77

Meanwhile, the 32 women who learned to make lamp shades met six times for this purpose for an average of two hours per session. Six times 2 equals 12, times 32 participants' results in a total of 384 hours for lamp shade lessons. Perhaps during the entire course, the women took their shades home with them and worked there for an additional four hours. Four multiplied by 32 equals 128 additional hours, which added to 384 course hours which gives a grand total for lamp shade making of 512 hours.

Page n77

By proceeding in this way for each activity on the year's recreation calendar, using actual figures where available and making fair estimates if figures are lacking, a much better picture of program effectiveness results. For most programs, the total recreation hours for the year will be astronomical and impressive.

Page n80

The recreational interests of women employees will vary from company to company. It's a good idea to start your women's program planning with an interest survey. Find out what your feminine employees want to do. To give you an idea of what the ladies like, here are the results of a recent activities survey conducted by Martha Woodberry at the Convair plant in San Diego, California:

Page n80

Charm classes often have far reaching results. Many times poise and good grooming are the first recommendations for promotions. Better-looking, better-dressed women employees will help boost company morale generally.

Page n81

In January 1957, The National Industrial Recreation Association made a random sample of its members regarding their annual recreation budgets, date of program origin, employee associations, program financing, etc. Returns were received from 240 companies located in the United States and Canada. The January issue of RECREATION MANAGEMENT carried the results of the survey on (1) "Title of the Program Administrator" and (2) "Annual Budget." Here are three more summaries from the survey:

Page n83

WORLD TRAVEL PLAN CORPORATION offers every industrial group a guaranteed controlled operation, backed by a network of offices and the most experienced staff in the group travel field. Our services enable every client to organize a group with minimum work and the highest percentage of results. Our services have enabled leading national firms to repeat group vacation plans every year or every other year.

Page n97

Employee enthusiasm in boating takes diverse forms. Some workers have set a luxury craft as their ultimate goal, while others will utilize their own skills to build do-it-yourself craft from kits that may cost as little as \$30 or \$40. Whatever the goal, whatever the budget, the results are always the same—plenty of wholesome fun and enjoyment for every member of the family.

Page n108

A very handy book to have on the recreation director's bookshelf. Tells how and when to hold meetings. Some excellent tips on how to make your meetings more effective, how to get better results. Twelve chapters cover such vital subjects as getting out the crowd, setting up the meeting room, how to handle the guest speaker, how to be a good chairman, etc.

Page n109

Although the national youth fitness program is a little less than two years old, the results from the program have been many. To date, over twelve state governors have established state fitness organizations and have programs going in their respective states. "Youth Fitness" has become a byword in the nation's press. Articles! In dozens of national magazines have alerted the nation to the dire results of an unfit youth.

Page n112

WORLD TRAVEL PLAN CORPORATION offers every industrial group a guaranteed controlled operation, backed by a network of offices and the most experienced staff in the group travel field. Our services enable every client to organize a group with minimum work and the highest percentage of results. Our services have enabled leading national firms to repeat group vacation plans every year or every other year,

Page n125

Here are the results from 260 questionnaires returned

Page n148

But to give best results in terms of year-long wear ability— year-long top appearance—year-long economies through simplified maintenance—your summer refinishing should be fitted into the year's complete floor care program.

Page n187

Interviewers found employees quite agreeable to talking over their experiences and impressions of the recreation program. Most of them appreciated the opportunity to expressing their viewpoints. About a third of the survey was conducted by phone. The phone interviews tended to stay more closely to the questions as expressed on the survey form. Some results of the survey are shown by figures on the form.

Page n187

It is quite simple, and we think profitable, to make an attitude survey of employee reaction to a recreation program. The results are a check on the effectiveness of an existing program and give information which may be helpful in enlarging or altering a program. The specific questions asked should vary according to the objectives of an organization's recreational program.

Page n222

Here is the phase of travel where a considerable savings is affected. Group trips to various destinations can be obtained at a reduced cost. These reductions vary with the size of the group. For example, transportation savings, over regular advertised rates, come through what is known as party rates —twenty-five or more people on railroads. Any kind of charter flight that can be arranged for a group results in a considerable savings over first class fares, as well as special rates at hotels and restaurants.

Page n228

After fretting and fussing over ways to improve the club's loosely-knit system of equipment control, Mandara came up with a plan that has achieved almost 100 per cent results. In the plan's two years of operation, not even as much as one softball has been lost.

Page n266

But look at the results. Newly elected chairman of the board is Edwin J. Thomas, a member of three Goodyear basketball teams in the early Twenties. He often chats with another early Wing star, Factory Superintendent Leroy Tomkinson, and with Vice President Victor J. Holt. More than 25 former Wings have risen to executive positions in the company.

Page n270

Permits players in different cities to play against each other, checking the results by telephone, telegraph or mail. Appropriate for straight-rail, pocket billiards or three-cushions.

Page n273

Company sponsored charm classes can have far reaching results. Often poise and good grooming are the first recommendations for promotions to better jobs. Better looking, well dressed women employees will also help boost company morale generally.

Page n274

Whether a fashion show is used as the “graduation” exercise following the company charm course, the results of a charm program will be evident among your women workers.

Page n276

Bridge, chess and checkers are the most popular of 20 different card and table games offered by industrial recreation programs. The following results are based on 240 turns to a random sampling of NIRA member organizations completed in late 1957.

Page n292

Secure proper methods. Keep membership records accurately accounted. Keep abreast daily of the flow of membership during the drive. Report the results at the earliest possible time. Pre-punched tabulating cards are recommended for use as application forms. One payroll deduction of dues is suggested. Issue membership cards as early as possible. Move right into the program of activities. Require proper reports of participation, expenditures. Attempt to work ahead 6 months to 1 year.

Page n294

Generally it is desirable to rotate volunteer leaders at least every two years. There are exceptions, however, volunteer athletic coaches, because of experience gained each year, they are hard to replace. The lost is an important consideration. After all, his primary responsibility is to the job and interference with the performance of his job by activity work should be kept to a minimum. We have experienced the fact that longevity on the part of a volunteer leader makes for stagnation or the formation of cliques. It locks the path for the development of other volunteers.

Page n301

In addition to the actual travel movements, one of our most popular clubs at Kodak is the Travel Club. This consists of members and their families who like to see the photographic results of other employees' travels. Any employee who has taken pictures on his or her travels, and thinks the pictures are good enough to be shown at one of the meetings, is given the opportunity' to show his slides or movies before a screening committee and gives the commentary in his own way. If accepted, they are then scheduled.

Page n302

Requests by members of NIRA for information on the field of music and dramatics in the industrial program initiated the organizing of this panel for the first time at the NIRA convention. We found that not many companies have programs at present, however, those that are happy with the results and foresee a bright and lucrative future for musical and dramatic programs in business and industry. The panel found the following benefits do exist in the music programs: The first benefit is in employee relations; for here they have the opportunity to participate or act as spectators. It also opens up a field for those not equipped physically for athletic competition. It tends to encourage better company family relationships for it brings them together more often

Page n307

To have a satisfactory water program your maintenance is important. It is a capital investment and must be done by qualified people, not amateurs. If amateurs are used, there are books and clinics available for training. Around the first part of April we start preparing our lake (for swimming by using copper sulphate to kill the weed growth); then a few weeks later sulfuric acid is used to bring the pH countdown to as near 7.4 as possible (this acid is more satisfactory and much cheaper); then to supplement the acid bisulphate powder is used. All this is followed by the use of HTH tab^lets (chlorine tablets) to kill bacteria. Our kiddies' pool uses a filter process besides chlorine since your pH count is higher in small pools. Water samples are taken periodically and sent to the State. After results are received, bulletins are posted for our employees, stating the lake and pool are safe for swimming. In our state a water area is never declared pure.

Page n319

Since almost all my industrial experience has been with Pure Oil (24 years), my comments are developed from results within our own organization. Pure operates in about one-half of the United States so has a variety of kinds of picnics. The two I will discuss, however, are our largest ones—first in the Home Office in Chicago and the other in the Smiths Bluff Refinery at Beaumont, Texas. Employees involved in each case run about 1000-1200 and attendance at picnics averages 2000-2500.

Page n320

The company-operated picnic generally results in a selection of strong individuals as key chairmen and an effective clear-line operation results. The company can, if it so desires, remain in complete control of all picnic activities under this arrangement.

Page n324

Misunderstanding results when one man assumes that another uses words just as he does. We are all so anxious to reply and so eager to have ourselves heard that we rarely do enough inquiring. We believe so surely that words have meaning in themselves that we hardly ever wonder what the speaker means when he uses them. As a partial solution at least to this we must learn how to define terms and how to ask others what they are intending to say. Don't blame the speaker alone for the misunderstanding. The listener is involved too. It takes two to make communications!

Page n327

They are rewards that make life richer and happier. Among recreation's many by-products are the educational value which results from the sharpening of the skills and the understanding and application of beauty and knowledge to the world in which we live and the place which we work. Rewards that improve character and good citizenship and thus help to strengthen the democratic way of life.

First of all, let us look at the present. We need to review our economic situation as it exists today. Certainly no one here will disagree with the fact that we are currently in a very serious business recession. The seriousness of it and the extent to which it affects everyone is dependent upon which area of the country you are talking about. An extensive amount of unemployment has spread to all parts of the country and in all kind of industries. Now, let us not kid ourselves about the situation as it exists today. The survival, the continuance and the growth of employee recreation programs is dependent upon changing business conditions. The picture should not, however, be consider entirely in a dark light, because there are some progressive managements which take a realistic viewpoint of the situation. Such as the top managements three large companies who made these factual statements to their recreation directors: "In these times of recession and unemployment, we must maintain more than ever the continuance of the employee recreation program". "In fact, every effort should be made to increase the availability of facilities and activities for our employees and their families." "This is to be done even if it results in the need for an additional subsidy from the company. With this kind of concern on the part of some management, we can all feel assured of a "progressive outlook for recreation in the future." Regardless of apparent changes, both economically and recreationally, recreation in industry is here to stay as a fixed segment of any successful employee benefits program.

Section 3—Nominating Committee: The President shall appoint the Chairman of the Nominating Committee not less than ninety (90) days preceding the annual meeting of the Association. The chairman shall choose his own committee, of not less than five (5) members, from among the members in good standing giving due consideration to the geographical distribution of the membership. The committee should also represent a true cross-section of the membership as far as is possible. The Nominating Committee shall solicit suggestions from the membership and present a suggested slate of officers to be voted upon at the annual meeting. (This is done by the most recently elected regional director who polls his region and reports the results to the chairman.)

Page n347

Success is measured in terms of results, not by the budget.

Page n347

Recreation programs must be judged by results—not by the size of the budget involved.

Page n356

Shooting range shows positioning of ceiling lights, cross-section of the bullet-stop and target carrier system. Note, minimum height of the trolley wire for the target carrier is 6'6". Satisfactory target carriers may be purchased or made by the club handy men. In addition to carefully planned lighting, the walls, ceiling and bullet-stop should be painted a light tint of blue or green. A neutral light gray is satisfactory for the floor. Noise is most effectively minimized by covering the walls and ceiling of the entire range with a good acoustical material. Placing the material behind the firing line and 20-30 feet in front of the line will produce satisfactory results.

Page n356

Flood lights produce the same results, but the operating economy and long life of fluorescent lamps more than justifies their higher installation cost. Regardless of the type used, the lamps and reflectors must be protected by wood and steel baffles.

Page n401

1959 NIRA Bowling Survey Results.

Page n402

RECREATION MANAGEMENT, APRIL 1959 Survey Results.

Page n402

Kit features exclusive Handy-Carve wonder tool. One tool performs all basic leather working steps; insures easy fast professional results. Kit complete; quality pre-cut leather billfold, goatskin insides with 3 pockets, lacing holes punched, leather lacing, lacing needle, Handy-Carve Tool, leather finish, instructions and pattern.

Page n427

Final results of the 12th annual National Industrial Bowling Tournament are as follows:

Page n467

Kit features exclusive Handy-Carve wonder tool. One tool performs all basic leather working steps; insures easy fast professional results. Kit complete; quality pre-cut leather billfold, goatskin insides with 3 pockets, lacing holes punched, leather lacing, lacing needle, Handy-Carve Tool, leather finish, instructions and pattern.

Page n467

“We have been extremely happy with the results achieved with last year’s summertime program,” Downey said. “We’re certain it helped to introduce thousands of newcomers to the sport.”

Page n471

Survey results (see tables below) show that 37.5% of the companies’ responding offered some form of travel activity last year.

Page n476

April issue published the results of a very comprehensive survey on bowling. The information will aid in the organization of our bowling leagues.

Page n488

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Page n494

KERALAND is indicative of the results of a cooperative effort between management and employees in satisfyⁿing a definite personnel need. Its development also substantiates the belief that if given opportunity, encouragement, leadership, guidance and a minimum of financing, a

majority of employees will shoulder the responsibility of helping reach the solution of a lack of employee recreation opportunity.

Page n497

The Rules Committee will then review test results and make a decision at its 1960 meeting. If the recommendation to increase the size is again approved, it will go into effect Jan. 1, 1962. This will allow sufficient time for manufacturers and distributors to dispose of current stocks and materials.

Page n511

POSTAL RIFLE MATCH RESULTS.

Page n511

POSTAL PISTOL MATCH RESULTS.

Page n547

Complete results of the Midwest Industrial Golf Championships and the Armco Trap shoot Tournament.

Page n551

Christmas results from that age old advice, COLLECTING it's better to give than to receive. More and more companies are concentrating on activities that are in keeping with this, the true

spirit of Christmas. They have found that the “giving” projects create tremendous good will within the company and throughout the community.

Page n575

We cannot buy loyalty, but we can encourage its development. Over the years, I have noticed that employees who participate in the activities of our 3M Club tend to remain with the Company. The personal friendship formed with fellow employees at the golf course, the bowling alley, in the club room, or in adult education courses, almost automatically results in a feeling of belonging. This is true particularly when the employee’s family has a full share in the program.

Page n576

Recent survey results by the U. S. Department of Agriculture show trends, practices and problems of automatic feeding by business and industry— an important article on this important source of revenue for industrial recreation programs.

Page n581

First, we have found that a long lunch hour isn’t necessary to develop ability and interest in handicrafts, and that only 15 or 20 minutes each day can produce amazing results. One way to stimulate interest is to arrange for a display of handicraft work in your lounge, cafeteria, or conference area during the noon hour.

Page n582

Woodenware is another fairly recent addition to the growing list of handicraft hobbies. Beginners usually like to decorate small wooden boxes with unusual buttons or foreign coins. These are glued to the outside of the box which is then painted with a clear varnish. Inside, a felt lining produces the best results—the type with self- adhesive backing is very easy to apply.

Page n586

Issuing and posting weekly results.

Page n586

Tournament results shall be determined according to games won and lost. In case of a tie, the team with the highest total pin count shall be awarded the tie game.

Page n588

FINAL RESULTS

Page n589

Magazine releasing the results of a new survey conducted by the Pan American Coffee Bureau.

Page n592

FISH-A-RAMA POSTAL RESULTS... page 11

Page n596

11 ANNOUNCE POSTAL FISH-A-RAMA RESULTS.

Page n602

Although no world's records were set... all results were well above individual company fishing contest average for each species. Postal division results.

Page n605

Now, compare the similar answers to these two questions with the results listed in Table II. The difference in what executives think they should do with more leisure as contrasted with what they actually do with leisure time makes one wonder how intense their desire for good reading, education and culture can be when out of 33 free hours, the executives give only five hours to literary and cultural pursuits and 22 to hobbies, sports, TV, movies and so on.

Page n605

Taking the survey results at face value might also tell him how to appeal to the executives and then in what activities he could expect them actually to participate.

Page n607

Results: Shooting.

Page n619

This practice results from a careful adherence to local customs by American firms.

Page n625

1959 NIRA FISH-A-RAMA RESULTS.

Page n626

After looking at the results, all entrants were quick to agree that casting had nothing to do with catching fish. Out of a possible 100 points, winner W. G. Schneider scored a total of 24 points. Five of the contestants failed to hit any of the casting targets which were placed 40 to 80 feet out in the water.

Page n635

Plan, promote and publicize. Although a great deal of preparation is required for a handicraft program, the satisfaction and positive results are well worth the efforts.

Page n637

After considerable study, the decision was reached to eliminate sliding. This recommendation naturally met with resistance on the part of the participants, but after a year's experience the results proved the decision to be correct. Our accident experience was less than one-half that of the previous year, and the severity of the injuries was considerably less. Everyone including our safety supervisor was pleased with the results, and participation in the program increased rather than decreased.

Page n638

Periodic inspections should be conducted of the facilities utilized for recreational purposes, and a formal report issued on the results of such inspections.

Page n638

The failure to use protective clothing or equipment sometimes results from a lack of funds, but often it is because the competitor does not like to be bothered by wearing the equipment.

Page n639

The manufacturers of sporting equipment have tried to minimize the hazards of athletics for the leisure-time employee, but few will admit that they are satisfied with the results.

Page n640

The results of this survey indicated that at least 40% of our people probably will resist retirement and be discontented with the experience. In addition to pointing out a need for a retirement preparation program, the opinion survey eliminated any question as to whether our people would regard retirement preparation as an intrusion into their private affairs. Nine out of 10 people were agreeable to and in favor of a pre-retirement program.

Page n640

We selected one of our plants for the study and have been conducting the retirement preparation sessions for the last year. However, as of this time the results of the study are inconclusive.

Page n640

We have not yet decided what form a retirement preparation program in Owens-Illinois will take. Sometime this year, after we have had a chance to evaluate the results of the University of Chicago study, we hope to come up with a firm recommendation for our plants.

Page n645

Another change had to do with our Spring shows and our Sunday matinee needs. Previously, all help used had been paid help, of the time and a half or double time variety. Naturally, only professionals were used on stage, in the pit, and in the projection booth, but for ushers, ticket takers, guards, etc. we went to volunteer help with excellent results. Here again, the savings were substantial in labor costs.

Page n654

The rules and regulations for the match were distributed by the National Rifle Association, together with entry forms which were returned to NRA. The actual match targets were prepared by the National Rifle Association and mailed out with instructions to those teams and individuals making entry. By a predetermined date all fired targets were returned to the National Rifle Association for scoring and the publication of results.

Page n656

The results of the employee association's idea to fill the need of those employees having a mutual interest has been most gratifying with two Toast Masters Clubs and one Gavel Club fully organized with approximately 140 active members.

Page n674

Rifle Match Results.

Page n674

Pistol Match Results.

Page n678

Nominating Committee: The President shall appoint the Chairman of the Nominating Committee not less than ninety (90) days preceding the annual meeting of the Association. The chairman shall choose his own committee, of not less than five (5) members, from among the members in good standing giving due consideration to the geographical distribution of the membership. The committee should also represent a true cross-section of the membership as far as is possible. The Nominating Committee shall solicit suggestions from the membership and present a suggested slate of officers to be voted upon at the annual meeting. (This is done by the most recently elected regional director who polls his region and reports the results to the chairman.)

Page n679

Mid-West Industrial Golf Championship, Final Results— Oct., 17 More Blue Collar Golfers— Aug., 17 New Industry Golf Courses—Sept, 16 Two Birds With One Ball—Aug., 19 Gun: See Shooting.

Comment:

Much of the work cited, indicates that in the early days of employee service there was a sincere desire to evaluate and to improve programs. There was a natural desire to isolate programs and to focus upon quality so as to maximize the impact of the programs. The statements here contained reflect that with a quality diverse program there are positive outcomes to the organization. There is some evidence from the statements that there is also a positive influence upon the individual and their contributions.

CONCLUSION

Groves, D. L. and Manns, D. 1995 Philosophical Bases of an Employee Services Theory, Visions in Leisure and Business: Vol. 13: No. 4, Article 6.

In order to bring this manuscript to a conclusion, the previous manuscript by Groves and Manns was used to summarize the various management theories in relation to the organization and individual. The Blake/Mouton framework was used to describe the various management theories and their relations. The purpose of this section as with this manuscript was to seek ideas or foundational elements upon which programs have been based and will continue to be based in the future. The overriding philosophy is that each of these management approaches has given rise to effective organizational management. It is not the purpose of this manuscript to be critical of any management theory, but to adopt a contingency approach. There is not any negative or positive judgment made about any of the management philosophies discuss.

Conceptual Framework

Quote:

Model

A conceptual framework that can help clarify and compare the position and importance of different management theories is one developed by Blake and Mutton (16). Two books by Robert Levering and Moskowitz and Eva Innes, Robert Perry and Jim Lyon on the 100 best companies in America and Canada were the standards used to develop the framework.

One end of the continuum is organizational types of theories and the other ends of the continuum are theories which relate to the individual. If one begins to conceptualize management theories and position them on this continuum, on their degree of dedication to the organization and/or the individual, it is possible to develop taxonomy of ideas that will have some type of application for comparative bases. (Model 1) On the extreme end of the organizational continuum, theories or ideas are based upon direct control, while those toward the center are more humanistic. The upper end of the individualistic continuum is based upon ideas of responsibility. The positions near the middle represent less decision making by the individual and represent the role of environmental factors and conditions to create a positive productivity.

Comment:

This initial framework as outlined previously is based upon Blake and Mouton's work. This framework recognizes the differences between the organizational and individual perspective. Currently, many management systems are focusing more upon an individualistic approach. This may be a direct result of the pandemic and the need to attract new workers.

Organization

Quote:

Organization

An example of a management theory that belongs at the extreme of the organizational continuum is the Machiavellian power principles. (3, 24) (Model 2) This is a principle in which ends justify the means and an organization is operate as a dictatorship, from the top down, with the primary focus being the objectives of the CEO. The next position on the continuum may be best characterized by the authoritarian theory. The leadership is dictatorial and the human resources are a tool to achieve a means. It differs from the Machiavellian principle in that it is not evil. There are some ethics applied to the application of control for order. The next point on the continuum is the Benevolent Dictator which is the use of power and authority to manipulate position. The leader is moral and protects the individual. TheoryX in the XY Theory and Scientific Management are negative use of pressure to achieve the objective of the organization. The next points on the continuum are the bossing and manipulation theories. This is where positive coercion is applied to bring designated end results. This coercion is not abrasive but represents the best interest of the organization. The next position is one of relationships, especially a patriarchal emphasis in which the individual is treated as a child and the authority is primarily one of the fathers. The next position on the continuum may be expectancy theory where rewards are used to stimulate the proper behavior. The individual in this particular case is treated as a mother would treat a child. The primary focus is still the organization, but the motivation is very gentle to achieve the desired outcomes for the organization. Near the center of the continuum are concepts like Minmax, TQM, and Corporate Culture. The focus upon these types of management theories or ideas is upon processes of management. The focus is on the process, not the individual and the giving of the individual tools necessary to work within a

certain structure of management to achieve the organizational goals. The individual in this context must fit into the organization and become a part of the culture to achieve their objectives almost simultaneously with the organization.

Comment:

Many management systems are moving toward an individualistic approach to attract quality employees. This is a direct result as noted above related to the pandemic crisis. As a result, many industries are moving toward robotics or the use of technology. There is a strong desire for remote jobs. There's a great demand for employees for flexibility and individualization.

A management perspective cannot be static. It must be flexible and adaptable to change as the economic conditions have put stress upon organizations. Those that have been innovative are the ones that are going to be successful now and in the future.

Individual

Quote:

Individual

The extreme end of the continuum contains humanistic philosophies. These philosophies are epitomized by Theory Y and Learning Environment which emphasizes that the individual will motivate them and work is as natural as play. (3, 13, 24) (Model 2) The motivation is primarily intrinsic. The next points on the continuum are those where motivation is provided by incentive to give the worker an ownership in the company. The stakeholder and relationship theories are directly motivated by the investment that they have in the company. One of the examples of an incentive is stock options. Their future is directly linked to the company's future through their achievement. The next point on the continuum would be the enriching and tailoring the job to the practical and the emotional needs (job satisfaction) of the worker. The focus is on the quality of life. The basic philosophy behind this approach is that the worker has status and dignity is placed upon the working experience so as to enrich the job and this job enrichment will lead to

greater productivity. The last points on the continuum before the neutral position are those that are stimulated by conditions (Work Climate and Herzberg). These conditions represent the opposite end of intrinsic motivation. The primary emphasis of this type of management theory is deciding the necessary conditions to stimulate the worker. The stimulation provided by the employer is the catalyst for the achievement of the company.

Comment:

These different management systems are based upon the premise that the individual has an innate capability to perform from a positive motivational position to accomplish and achieve. The basis is finding ways to involve the individual so that they have the perspective and an ownership in their endeavors. A Maslow perspective helps to understand the development of the individual in the corporate culture. The primary function of the organization is the ability to stimulate the interest and needs of the individual within the framework of any management philosophy.

Definition

Quote:

Perspective

It is important to distinguish an employee services approach as a tool from an employee's benefits package. Employee services approach must be viewed as a non-negotiated benefit. These non-negotiated benefits often are service oriented. The cost is usually very little as compared to the hard benefits. Employees, what they really want is hard benefits first, then secondary concerns often are how they are treated as individuals and they are interested in job motivation and enrichment. Soft benefits are usually secondary to hard benefits provided by a company. The secondary benefits are usually directly related to employee morale and outcomes of an intangible nature. (18) During hard economic times, it is easier to provide soft benefits than hard benefits. The costs of the soft benefits are much less and in hard economic times the employees understand and it is the soft benefits that become very important to positive outcomes for the company.

Comment:

Proper perspective is very important, especially to employees. Management must share the power and profits with the employees, if desired. If this is not the primary concern of employees, then management must provide whatever activities, services, benefits will serve their individual needs. The other aspect is the organization's perspective. The organization must be competitive and adjusted or adapted to the environmental conditions to have the proper philosophy. A contingency approach is most important in these days and times. Management must have an ability to adjust its management practices to effectively compete in the ever-changing modern and innovative society.

Employee Services

Quote:

Cooperation

The primary question is "what is employee service philosophy position in relation to the continuum of management ideas that have evolved through the years?" The position of employee services is the center of such a continuum because there is a concern for the organization and the employee. An employee services approach recognizes that the relationship between management and employees is a cooperative effort. There must be cooperation and the management must be willing to share authority and money and the employees must be willing to share in the risks involved with any new venture. (4, 10, 12, 20, 22) Power and control of the organization has primarily been in Management's domain. Management must relinquish some of this power and control and allow the employees to invest in the organization so that they have a stake in the interest of the future of the organization.

Comment:

Respect is one of the ingredients that bring success. Each of the actors must have a great deal of patients to understand each other's position. This respect and understanding will form the basis

of a sharing of the cooperative atmosphere so that both the organization and individual can achieve their goals and objectives.

Conclusion

Quote:

Success

The following comments are a result of years of research in trying to determine on a systematic basis the positive benefits of an employee services philosophy and its impact upon a company. The first level of the studies were a systems analysis of individual as well as company benefits and the types of environments that are created to sustain positive outcomes in terms of job satisfaction and productivity. It was very quickly realized that an employee services program does have a very positive benefit in terms of both job satisfaction and productivity and that the array of types of services offered had a differential benefit to the different segments of the employees as well as management. (8) The outcomes were not limited only to job satisfaction and productivity. There seemed to be different kinds of mediating variables that had secondary and tertiary impact upon the benefits. The next types of studies were those that try to determine the nature of outcomes and develop a typology that would allow outcomes to be specified in the relationships among the outcomes to be more dynamically determined. (7, 9)

Relationships among the outcomes are important but have become very important to be able to identify what type of program causes what type of outcome. Another aspect that was very important is becoming prescriptive in regard to being able to determine how and why to apply programs. (6) The first type of study in this series was a where job satisfaction and productivity were related to a specific type of employee service program and the participation patterns were related to the dynamics of an individual's day. When this occurred, then a prescriptive program could be diagnosed to have a maximum impact upon the individual's productivity. It quickly became apparent that this prescription has a significant impact upon the total productivity of the individual in a very positive manner. The key then is the relationship between other types of outcomes and specific employee service programs. There are very few companies that offer a comprehensive employee service program. Most are single purpose, where if they are multi-purpose they emphasize one aspect of a program or another. The structure of an employee service program as a management philosophy must be comprehensive

and must be well understood in order to understand the prescriptive nature of an employee services. Studies were then conducted on specific programs to determine the array of outcomes that such a program would produce.

Comment:

Success differs based upon the management philosophy that is used. It must be recognized that each management philosophy has potential to achieve success. Many times different philosophies are viewed negatively. It must be understood that any philosophy or management style must be prescriptively applied to be successful. Many times individuals are successful under set circumstances, but when times change those management philosophies are no longer successful. Prescription is the key to success. Specific outcomes must be related to specific management styles and the key to this approach is an evaluation.

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