

involves more than a knowledge of a few rules, though some of these rules best explain its essential character. The first rule is that the supervisor should listen patiently to what his subordinate has to say before making any comment himself. The second rule is to refrain from hasty disapprobation. The third rule is not to argue. This leads to the fourth rule, not to pay exclusive attention to the manifest content of the conversation. The fifth rule is that the supervisor should listen not only to what a person wants to say but also to what he does not want to say or cannot say without help.

-- Arch. Ind. Hyg. & Occ. Med.

- 132 Collective Bargaining Provisions. Safety, Health and Sanitation.
Bull. No. 908-14, Bur. of Labor Statistics. U.S. Dept. of Labor
House Document No. 208, 81st Congress, 1st Session. 48pp. (1949).
For sale by Supt. of Documents, Washington 25, D.C. 20 cents.

Health and safety provisions in union agreements have several objectives, including (1) to pledge the employer to maintain reasonable health and safety standards; (2) to stimulate obedience of health and safety rules; and (3) to provide for union participation and to enlist employee cooperation in safety and accident prevention. Provisions from a number of union agreements are repeated, beginning with the general and then taking up specific safety provisions--safety committees, employee protection, work under unsafe conditions, safety to public, sanitary conditions, smoking provisions and regulations, eating facilities, workmen's compensation, physical examinations, and others.

- 133 Supervisor's Attitudes and Job Performance.
M.M. Mandell. Personnel 26, 182-183 (Nov. 1949).

A test is described whereby potential supervisor's basic set of attitudes toward people may be appraised, making it possible to distinguish superior from inferior candidates. The test includes a number of statements about general characteristics of people, to be rated true or false. A study of approximately 275 supervisors was made to select and confirm the usefulness of the statements used in the test.

- 134 Employee Recreation Activities. Administration and Cost.
Studies in Personnel Policy No. 102, National Industrial Conference Board, Inc. 247 Park Avenue, New York 17, N.Y. 56pp. (Dec. 1949).

This is the report of a survey of practices in 264 plants and offices relating to support of employee recreation activities. A total of 158 activities are carried on. Of the first 100 activities, half are athletic or sports, and one-fourth educational and cultural and one-fourth social. In 3/5 of the companies the program is administered by the employees themselves, and in many of the remainder organized by the employees. A fourth of the companies employ full-time directors, and a sixth have part-time directors. More than 92% of the companies contribute to the operating expenses of the programs, and most of the remaining 8% provide facilities, but less than 11% bear the entire cost. The other sources of revenue are playing fees, admission fees, association or club dues, and vending machine and canteen profits. The median annual