Standards Department, and this Department has developed process cards for all part numbers. These cards provide a ready reference for sequence of operations, tooling, shop costs, and a faster method for computing cost estimates. The Standards Department is developing a Job Evaluation plan to cover all shop jobs. The plan will be completed in 1949.

The Accounting and Payroll Departments for the Detroit Plant were moved nearer the plant operating offices to provide better organization and to eliminate duplication of records.

PERSONNEL

The peak shop employment occurred in April with 686 hourly rated people at Detroit and 97 at Winchester. Substantial layoffs were made in December at both plants,as well as a small layoff in May at Detroit. At year-end there were 529 hourly rated employees at Detroit and 74 at Winchester. The average monthly labor turnover was 3% for Detroit and 1.7% for Winchester. The percentages are somewhat distorted by the layoffs. Excluding the layoffs, the turnover was 1.6% for Detroit and 1.3% for Winchester.

The average employment for the year for the Division was 712 hourly rate people and 200 salaried people, making a total of 912 employees. At year-end, 80% of the eligible employees were participating in the Comprehensive Insurance Plan; 70% carried Group Life Insurance; and 85% belonged to the Retirement System.

The added capacity gained by the Winchester plant permitted the elimination of the expensive night shift operations at Detroit except for the necessary plant protection, around-the-clock processes and temporary bottle-necks. Large increases in production schedules can now be absorbed by the two plants without necessitating night shift operations. Combined operation of the two plants, based on employment figures, was about 3% higher than in 1947.

A wage increase of 11¢ was given at Detroit in May, and an increase of 7¢ was given at Winchester in July. No strike or labor disturbance occurred at either plant during the year.

The N.L.R.B. conducted an election at Winchester in September at which 65% of the employees voted for union representation by U.A.W.-(C.I.O). Contract negotiations during November and December resulted in a tentative labor agreement satisfactory to the Company and the Union in all respects except wage rates and pay for bargaining time. Current hourly wage rates at Winchester are about 40¢ below the Detroit scale, but they are above the going rates in the area. The Company has refused to pay Union representatives for bargaining time, and, except under certain circumstances, for the time spent in grievance meetings. Consequently, no contract has been signed to date.