

RC/MFD

CONFIDENTIAL

15th November, 1963.

Mr. J. Waddell,

Company Image

Here are a few notes which I have put together regarding our discussion on the above.

There are many aspects to this problem, and from my own experience and that of Mr. Arnold and Mr. Waters, our image locally is certainly no worse than it was ten years ago, and is possibly better.

So far as recruitment goes we suffer as much as anything by our location, e.g. a 'bus ride out of Rochdale, we start work generally half an hour earlier than smaller offices in Rochdale and it is not as convenient for females, particularly married ones, to do shopping during the lunch break. So far as male clerical labour is concerned there is undoubtedly a shortage of first-class Clerks in the Rochdale district. This, I would think, is also a national problem, primarily because the clerical population in the country as a whole has increased by something like 250% in the last ten years. This, plus the fact that many bright Grammar School boys who used to enter offices are now going to Universities, has created this shortage. However, we manage one way or another to keep our strength almost up to establishment (we want three clerks at the moment) and under these conditions this is not too bad.

So far as Technical and Scientific recruitment is concerned, we have great difficulty in getting Grammar School boys at any time other than the summer leaving period, and this is only to be expected. The only exception to this has been our inability to get a really first-class Grammar School 'A' level boy for Physics Research.

I do not think our rates of pay are out of line these days, in fact the recent survey we carried out showed us to be in front of most Companies and only behind on the female side in comparison with banks and the Ministry of Labour, where there was equal pay for men and women. I think the test of whether our rates are good enough is reflected in the labour turnover figures, and these for clerks have been remarkably low for some time and for Technical staff during the last twelve months we have had three T.4's who left to take up other employment; one of these changed his vocation completely to study Accountancy. There have been six T.4's who have returned to College after a temporary

Continued ...

-2-

spell of employment with us and two Senior Staff who obtained other employment, named Baker and Lee. This, in my opinion, is not a bad picture.

Contrasting present day industry with 40/50 years ago we have to keep in mind that the Turner family all lived locally, were Councillors, Aldermen and Mayors of the Borough, gave substantial sums to charities, paid for extensions to the Infirmary, and Birch Hill hospital, gave such tracts of land as Falinge Park etc. All these acts were, of course, reported in the local press and it is by such means as these (take the current example of Pilkingtons in St. Helens) that the family generosity reflects on to the Company which is therefore looked upon as a "good firm". There is no doubt that Turners, in their day, were one of - if not the - leading family in the town and they had to keep up their status in front of the Duckworths, Tweedales, Smalleys, Kemps, etc. who formed the local society of the day.

At the same time one must not forget that Turners offered far better conditions of employment, e.g. holidays, rates of pay, etc. than any other employer in the town, and to get a job at Turners in those days was to have achieved something. Most, if not all of this has gone to-day, as in most other large family concerns, and so far as T.B.A. is concerned relatively little has been done to replace the image created locally by family connection.

We have tried Open Days, which are a help but are not the answer to this problem. Careers Days at the factory and at schools are supported by us and we go to no end of trouble to make sure our stand is manned by people who know what they are talking about and that there is ample literature there for parents and the boys and girls to see. In discussion with Mr. Arnold and Mr. Waters an interesting point emerged - that we are probably looked upon as "in Textiles". Textiles, as we know, is not a popular industry at the moment and tends to be confused with the cotton trade. At a recent Careers Day at Hulme Grammar School there was a packed audience, but we got very few enquiries in comparison with the careers in such groups as banking, broadcasting, insurance, law, electronics, etc. These are the names which attract the parents and the boys, and in future we shall have to be careful how we are "billed" - we must get away from the title "Asbestos and Textiles". We should describe our reason for being at a Careers Day as offering a career in Industrial Management, Commercial Management, Management Accounting, etc. These titles are perfectly true and they are just what we are trying to do, and I am sure it would give us a better appearance than our present description.

Last, and probably the most important, is the impression

Continued ...

PLAINTIFF'S
EXHIBIT
IN-1131

spell of employment with us and two Senior Staff who obtained other employment, named Baker and Lee. This, in my opinion, is not a bad picture.

Contrasting present day industry with 40/50 years ago we have to keep in mind that the Turner family all lived locally, were Councillors, Aldermen and Mayors of the Borough, gave substantial sums to charities, paid for extensions to the Infirmary, and Birch Hill hospital, gave such tracts of land as Falinge Park etc. All these acts were, of course, reported in the local press and it is by such means as these (take the current example of Pilkingtons in St. Helens) that the family generosity reflects on to the Company which is therefore looked upon as a "good firm". There is no doubt that Turners, in their day, were one of - if not the - leading family in the town and they had to keep up their status in front of the Duckworths, Treadales, Smallays, Kemps, etc. who formed the local society of the day.

At the same time one must not forget that Turners offered far better conditions of employment, e.g. holidays, rates of pay, etc. than any other employer in the town, and to get a job at Turners in those days was to have achieved something. Most, if not all of this has gone to-day, as in most other large family concerns, and as far as T.B.A. is concerned relatively little has been done to replace the image created locally by family connection.

We have tried Open Days, which are a help but are not the answer to this problem. Careers Days at the factory and at schools are supported by us and we go to no end of trouble to make sure our stand is manned by people who know what they are talking about and that there is ample literature there for parents and the boys and girls to see. In discussion with Mr. Arnold and Mr. Waters an interesting point emerged - that we are probably looked upon as "in Textiles". Textiles, as we know, is not a popular industry at the moment and tends to be confused with the cotton trade. At a recent Careers Day at Hulme Grammar School there was a packed audience, but we got very few enquiries in comparison with the careers in such groups as banking, broadcasting, insurance, law, electronics, etc. These are the names which attract the parents and the boys, and in future we shall have to be careful how we are "billed" - we must get away from the title "Asbestos and Textiles". We should describe our reason for being at a Careers Day as offering a career in Industrial Management, Commercial Management, Management Accounting, etc. These titles are perfectly true and they are just what we are trying to do, and I am sure it would give us a better appearance than our present description.

Last, and probably the most important, is the impression

Continued ...

created locally by our Managerial and senior staff. Many remarks are made jokingly in Golf Clubs, political groups, Sailing Clubs, etc. etc. about "having a good job" and "yours must be a good firm to work for", but there is, nevertheless, a great deal of truth - and often envy - in what is being said. At the same time our own staff can contradict wrong impressions which get bandied around at social gatherings of many kinds, although this is not intended as a bit of propaganda, but so many Companies now provide their Senior Staff with cars that one often finds it difficult to convince people that the car you are using is, in fact, your own, and that you pay for all the running costs.

O. Chadwick.