

In the Matter of OLIVER FARM EQUIPMENT COMPANY and UNITED  
FARM EQUIPMENT & METAL WORKERS OF AMERICA, C. I. O.

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FARM EQUIPMENT & METAL WORKERS OF AMERICA; C. I. O.

*Cases Nos. 13-R-187½ and 13-R-1921 respectively.—Decided December 4, 1943*

*Messrs. Vincent O'Brien, John Baker, and John R. Covington, of Chicago, Ill., for the Company.*

*Meyers & Meyers, by Mr. Ben Meyers, of Chicago, Ill., for the Union.  
Mr. Joseph E. Gubbins, of counsel to the Board.*

DECISION  
DIRECTION OF ELECTIONS  
AND  
ORDER

STATEMENT OF THE CASE

Upon separate petitions duly filed by United Farm Equipment & Metal Workers of America, affiliated with the C. I. O., herein called the Union, each alleging that a question affecting commerce had arisen concerning the representation of employees of Oliver Farm Equipment Company, South Bend, Indiana, herein called the Company, the National Labor Relations Board provided for an appropriate consolidated hearing upon due notice before Robert Ackerberg, Trial Examiner. Said hearing was held at South Bend, Indiana, on October 12 and 13, 1943. The Company and the Union appeared, participated, and were afforded full opportunity to be heard, to examine and cross-examine witnesses, and to introduce evidence bearing upon the issues. The Union moved for dismissal of the petition in Case No. 13-R-1921. The motion is hereby granted.<sup>1</sup> The Trial Examiner's rulings made at the hearing are free from prejudicial error and are

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<sup>1</sup> Subsequent to the filing of the petition in Case No. 13-R-1921, and before the date of present hearing, the Union and the Company agreed to include the patternsmiths in the production and maintenance unit for which the Union is the recognized bargaining representative under an existing contract.

hereby affirmed. All parties were afforded opportunity to file briefs with the Board.

Upon the entire record in the case, the Board makes the following:

### FINDINGS OF FACT

#### I. THE BUSINESS OF THE COMPANY

Oliver Farm Equipment Company is a Delaware corporation engaged in the manufacture and sale of farm equipment and war products. The Company operates plants at South Bend, Indiana; Battle Creek, Michigan; Charles City, Iowa; and Springfield, Ohio; the plant at South Bend, Indiana, is the only one involved herein. During the year 1942, the Company purchased raw materials valued at \$3,000,000 for its South Bend plant, approximately 50 percent of which was shipped from points outside the State of Indiana. During the same period, finished products valued at \$5,500,000 were manufactured at the plant in question, approximately 80 percent of which was shipped to points outside the State of Indiana. The Company admits that it is engaged in commerce within the meaning of the National Labor Relations Act.

#### II. THE ORGANIZATION INVOLVED

United Farm Equipment & Metal Workers of America, affiliated with the Congress of Industrial Organizations, is a labor organization admitting to membership employees of the Company.

#### III. THE QUESTIONS CONCERNING REPRESENTATION

On or about June 11, 1943, the Union requested recognition as the exclusive bargaining agent for the Company's patternsmiths,<sup>2</sup> clerical and office employees, and certain technical employees. The Company refused to grant such recognition in the absence of certification by the Board. A statement prepared by the Acting Regional Director, introduced in evidence, indicates that the Union represents a substantial number of the Company's employees in the units hereinafter found to be appropriate.<sup>3</sup>

We find that questions affecting commerce have arisen concerning the representation of employees of the Company, within the meaning of Section 9 (c) and Section 2 (6) and (7) of the Act.

<sup>2</sup> See footnote 1, *supra*.

<sup>3</sup> The statement shows that the Union submitted 64 authorization cards, 59 of which bear apparently genuine signatures, and 51 of which bear names of persons whose names are listed on the Company's pay roll of August 7, 1943; there are 140 employees in the alleged appropriate units.

## IV. THE APPROPRIATE UNITS

The Union seeks a clerical unit comprising all employees of the following departments at the South Bend Works of the Company, namely: Timekeepers and miscellaneous factory clerks, Methods and Standard Department, General Administrative Office, Accounting and Cost Division, Purchasing Department, Sales Order and Billing Department, Designing and Engineering Department, and Production Department, excluding supervisory employees, Employment and Hospital Division, employees of the South Bend Sales Branch, employees of Plant #2 not on the pay roll of Plant #1, and the private secretaries of the Plant Manager and the Director of Industrial Relations. While the Company agrees that certain of the foregoing clerical employees might constitute an appropriate bargaining unit, it contends that such employees should not be represented by the same labor organization as represents the production and maintenance employees. We find this contention to be without merit; we have frequently held that clerical employees, although they are generally excluded from units of production and maintenance workers, may constitute separate appropriate units.<sup>4</sup> In any such unit they may, of course, be represented by whatever bargaining agency they choose.<sup>5</sup>

With regard to the specific categories comprising an appropriate clerical unit, the Union and the Company agree that the employees listed in Appendix A should be included in the unit, and those listed in Appendix D should be excluded. However, the Company would exclude and the Union would include certain other employees who are discussed below.

*Employees whose exclusion is requested solely by reason of their alleged supervisory status*

*Inventory Supervisors:* These two employees supervise the compiling of a perpetual inventory of parts and stock in the Production Department. They have directive authority over the inventory counters who assist them. There is no evidence, however, that they have authority to recommend or effect changes in the status of employees under their direction. We shall include inventory supervisors in the unit.

*Shipping Clerk, Senior:* This employee makes out bills of lading and shipping orders, and contacts railroads and trucking companies for the purpose of ordering cars or trucks needed for shipping the Company's products. The senior clerk and two junior clerks, who

<sup>4</sup> See *Matter of Chrysler Corporation (Marysville Plant)*, 36 N. L. R. B. 157.

<sup>5</sup> See *Matter of Dravo Corporation*, 52 N. L. R. B. 322; *Matter of Revere Copper and Brass, Inc.*, 51 N. L. R. B. 350.

assist him in the performance of his duties, comprise the personnel of the Warehouse Division, under the supervision of a general superintendent. We find that the senior shipping clerk does not possess sufficient supervisory authority with respect to other clerical employees to warrant his exclusion; we shall include him in the unit.

*Receiving Clerks, Senior:* These two employees receive all incoming freight, express, parcel post, and local deliveries, and are under the supervision of the Receiving Department foreman. They are assisted in their duties by six so-called junior clerks who, in fact, are production employees, the majority of whose time is spent in manual labor. While in the absence of the Receiving Department foreman these employees assume added supervisory authority with respect to the six junior clerks, it does not appear that they have any authority to effect or recommend changes in the status of such employees. We shall include the senior receiving clerks in the unit.

*Checker and Unloading Clerk:* This employee spot-checks incoming materials for size, quantity and description against bills of lading; he also assists the general foreman of the Receiving Department in routine duties of a clerical nature. At the instance of the general foreman of the Receiving Department, or the two senior receiving clerks, he occasionally directs the six so-called junior clerks referred to above; however, he has no authority to effect changes in their status. We find that the checker and unloading clerk is not a supervisory employee; we will include him in the unit.

*Employees whose exclusion is requested by reason of their alleged confidential relation to management and their alleged supervisory status*

*Accountant, Senior—Pay-roll Department:* This employee has supervision of the pay roll, including the checking and auditing of all labor tickets, the making of all pay-roll deductions, and the performance of various other duties relating to distribution and accounting. He has direct supervision over eight senior and four junior clerks and one addressograph operator, with authority to recommend hiring and dismissal as to such employees. In view of his supervisory authority, we shall exclude the senior accountant from the unit.

*Accounts Payable Supervisor:* This employee supervises all work relative to accounts payable, computes excess costs of purchased materials, distributes freight bills and invoices to the proper accounts, and has access to information consisting of prices and discounts, standards costs, and balance sheets. He has directive authority over one book-keeping machine operator. The information which this employee may possess in no instance relates directly to the problem of labor

relations; the possession of important information is of itself insufficient to justify exclusion from the right to collective bargaining.<sup>6</sup> Nor does it appear that this employee possesses authority to effect or recommend changes in the status of the bookkeeping machine operator. We shall, accordingly, include him in the unit.

*Supervisor—Stores Order Department:* This employee keeps a complete record of supply orders, watches stock balances, and computes costs for pricing withdrawal requisitions; he has access to cost prices and values of all supplies purchased for the Company. He is assisted by and directs the work of one clerk. We find that this employee has neither a confidential relationship to management with respect to labor relations, nor a supervisory status with respect to the clerk under his direction. We shall include him in the unit.

*Cashier-Bookkeeper:* The duties of this employee have to do with the handling of the official and supervisory pay roll and the keeping of the petty cash account, as well as the keeping of the general ledger for the Indiana Northern Railway Corporation. He also supervises the work of the general bookkeeper and has access to salary data, balance sheets, and other similar records. Since the information to which this employee has access does not pertain to labor relations, and since it does not appear that he has authority to effect changes in the status of the general bookkeeper, we shall include him in the unit.

*Assistant Time-study Supervisor:* It is the duty of this employee to assist the time-study supervisor in the supervision and direction of time-study and process record operations in the Methods and Standards Department. He analyzes and investigates excessive operative expense and devises ways and means of improving methods to reduce expenses. As assistant to the head of the Methods and Standards Department, he has effective supervisory authority over all employees of that department, including time-study men, process clerks, typists, timekeepers, and secretaries. In view of his supervisory authority, we shall exclude the assistant time-study supervisor from the unit.

*Time-study Men, Senior:* These employees, of whom there are seven, conduct time-studies of all piece work operations performed in the plant and establish piece rates, formulate ways and means of eliminating waste and fatigue, develop formulas and chart data for planning use, and estimate and compile costs on new parts for use in ascertaining the proper bidding and selling price. The wage rates fixed by them are accepted by the Company without submission for approval to any supervisor or official of the Company. Time-study men also participate in collective bargaining conferences for the purpose of advising as to wage rates which are the subject of the

<sup>6</sup> See *Matter of Creamery Package Mfg. Co.*, 34 N. L. R. B. 108.

negotiations. They have directive authority over all supervisors and foremen in the factory on matters pertaining to methods and wage rates, as well as over certain typists and process clerks in the Methods and Standards Department. Inasmuch as the time-study men possess authority to affect the status of employees under their supervision, as well as assist in the establishment of time-study values and production methods, set wage rates, and participate in bargaining conferences, we find that they are not only supervisory employees but enjoy a confidential status closely related to management. We shall exclude time-study men from the unit.<sup>7</sup>

*Head Process Clerk:* This employee is under the supervision of the time-study and the assistant time-study supervisors. His duties consist of directing and assigning the work in the Methods and Standards Department to several process clerks and typists. Although he has directive authority as to these employees, it does not appear that he possesses authority to effect changes in their status. Nor does the evidence show that this employee has access to information pertaining to labor relations. Under the circumstances, we find that the head process clerk has neither supervisory status nor a confidential relationship with respect to management. He will, accordingly, be included in the unit.

*Process Clerk, Senior and Junior:* Under the supervision of the head process clerk, the senior process clerk ascertains average earnings, computes direct and total costs, keeps piece-rate files, and compiles necessary data for the Specification Department; two junior process clerks assist him in these duties. The senior and junior process clerks are assisted by typists and clerks. We find that both classifications of process clerks have neither a confidential relationship with respect to management nor a supervisory status with respect to other clerical employees. We shall include them in the unit.

*Time-study Rate Clerk:* This employee compiles time-studies submitted by the time-study men and maintains a complete file of such studies. He has access to information pertaining to day and piece rates, average earnings of the Company, and manufacturing and standards costs. On occasion, he is assisted by typists who are subject to his supervision. We find that the time-study rate clerk has neither a confidential relationship to management with respect to labor relations, nor a supervisory status within our customary definition. We shall include him in the unit.

*Timekeepers, Senior and Junior:* The four senior timekeepers supervise the work of timekeeping for the various divisions of the Company and are charged with the duty of computing hourly and daily

<sup>7</sup> See *Matter of Westinghouse Electric & Manufacturing Co.*, 45 N. L. R. B. 826; *Matter of Gar Wood Industries, Inc.*, 41 N. L. R. B. 1157.

earnings of the employees in those divisions. They direct from one to three junior timekeepers who assist them in the performance of their duties. We find that the timekeepers in question have neither a supervisory status nor a confidential relation to management with respect to labor relations. We shall include senior and junior timekeepers in the unit.

*Controlled Material Analyst:* This employee studies the regulations issued by the War Production Board, analyzing the requirements of such regulations, establishes and maintains a complete record for the control of purchases according to allotment, prepares and submits various monthly and quarterly Government reports, and has access to information regarding all phases of plant production, inventories, purchase prices, and contracts. The only person over whom he exercises supervisory authority is his secretary. The record shows that the employee in question does not possess authority to effect or recommend changes in the status of his secretary, and since the information he has access to does not directly pertain to labor relations, we shall include him in the unit.

*Assistant Manager—Service Department:* It is the duty of this employee to assist the service manager in the supervision of service work. The Service Department's personnel consists of the service manager, the employee in question, and the secretary to the service manager. The assistant service manager is assisted on occasion by several junior clerks. He has access to retail selling prices and discounts, and the financial status of dealers. We find that the assistant service manager does not enjoy a confidential relationship to management with regard to labor relations, nor does he have sufficient supervisory authority with respect to other clerical employees to warrant his exclusion. He will, accordingly, be included in the unit.

*Assistant Supervisor, Sales Order Department, and Billing Department Supervisor:* The duties of the assistant supervisor consist in contacting the branch offices, dealers, and outside concerns relative to matters of shipping. He has access to information regarding customer accounts and discounts, manufacturing and standards costs, and the salary rates of his subordinates; he has approximately seven clerks under his supervision. The Billing Department supervisor contacts dealers on matters of correction and adjustment, and has access to all manufacturing costs and records pertaining to sales; he supervises the work of approximately six clerks. The evidence shows that the supervisors in question have authority to recommend changes in the status of employees under their supervision. We shall exclude them from the unit.

*Jobbing Order Clerk, Senior; Pricing Department Supervisor; Accountant (returned goods); and Billing Clerk, Senior:* These four employees work in the Sales Order and Billing Department, under

the supervision of the assistant supervisor of the Sales Order Department and Billing Department supervisor, and have clerical duties of a similar nature. They have access to information which has to do with manufacturing costs, retail prices, and piece-work and day-work rates of numerous factory employees. They are assisted by typists, office machine operators, and junior clerks. Since the type of information that these employees have access to does not pertain to labor relations and, since the record shows that their supervisory authority is not such that they can affect the status of any of the clerical employees in the department, we shall include them in the unit.

*Head Specification Clerk and Specification Clerk, Senior:* These two employees work in the Engineering Department. The head specification clerk, with the assistance of the senior specification clerk, assembles engineering specifications from drawing furnished by the designing engineers and keeps records of such specifications. No technical knowledge is necessary for the performance of these duties. While they have access to all designs and specifications of new implements, which the Company considers to be of a highly confidential nature, none of this data relates to labor relations. They have no employees under their supervision. We shall include them in the unit.

*Assistant Purchasing Agents:* These two employees determine the source of supply, interview salesmen, and assist in the general supervision of the Purchasing Department. They have access to all price and discount data, contracts, and other information relative to purchases of materials. They have directive authority over three minor clerical employees in their department. We find that the assistant purchasing agents have neither a confidential relationship to management with respect to labor relations, nor a supervisory status with respect to the other clerical employees whom they direct. We shall, accordingly, include them within the appropriate unit.

*Assistant Production Supervisors:* The Company employs 2 assistant production supervisors, one of whom has supervision over the Warehouse and Shipping Division, and the other has supervision over the Fabricating and Scheduling Division. The assistant in charge of the Warehouse and Shipping Division analyzes warehouse records, determines disposition of branch surplus stock, and advises the Sales Order Department as to shipping dates; he has 8 employees under his supervision. The other assistant supervisor analyzes the shipping quotas and production schedules which determine the method of scheduling for fabrication; he has 13 employees under his supervision. Both assistant production supervisors assist the production manager in their respective divisions. The record shows that both supervisors have the authority to make effective recommendations as

to changes in status of the clerical employees under their supervision. In view of their supervisory status, we shall exclude the assistant production supervisors from the unit.

*Production Section Heads; Production Schedule Clerk; and Quota and Shipping Clerk:* Production section heads work in the Production Department under the supervision of the assistant production supervisors. Their duties consist of analyzing records for schedule requirements, issuing purchase requisitions, making up future estimates, and performing other routine work in that department; they have access to all production information relative to amounts and type of products furnished on defense contracts, and have directive authority with respect to the typists and clerks in the Production Department. The production schedule clerk and the quota and shipping clerk perform duties similar in nature to those of the production section heads; they likewise have access to piece-work rates, standards costs, and all other production and schedule information, and also have directive authority over typists and clerks in the Production Department. We find that production section heads, the production schedule clerk, and the quota and shipping clerk have neither a confidential relationship with respect to management nor a supervisory status with respect to clerical employees under their direction. We shall include them in the unit.

*Employees whose exclusion is requested solely by reason of their alleged confidential relationship to management*

*Secretaries to Department Heads:* The secretaries to the department heads, listed in Appendix B, have the customary duties usually associated with such positions. It does not appear that in the course of their duties these secretaries have access to information of a sufficiently confidential character relating to the labor relations of the Company to warrant their exclusion. We shall include them within the appropriate unit.

*Miscellaneous Classifications:* The various clerical employees, listed in Appendix C, have access to information consisting of pay-roll records, prices, costs of production, annual earnings, wage rates, and various financial data. Such information, however, does not relate directly to the problem of labor relations. Accordingly, we find that these employees do not have a confidential status; we shall include them in the unit.

The Company contends that technical employees should be placed in a separate unit. The Union takes no definite position with respect to the appropriateness of a separate unit composed of such employees, but does seek to represent them. We have on occasion excluded technical employees from a unit of clerical employees on the ground

that such employees are usually college trained and have interests and functions differing from those of clerical employees.<sup>8</sup> We are of the opinion, therefore, that the technical employees of the Company appropriately constitute a separate bargaining unit. The parties agree that the chief designing engineer, assistant chief designing engineer, and the chief process engineer should be excluded from any unit found appropriate by the Board. The Company contends, however, that senior designing engineers, process engineers, and the metallurgist should be excluded from the technical unit on the ground that they are supervisory employees; the Union desires their inclusion. The senior designing engineers have directive authority over one junior engineer and one draftsman; the two process engineers have directive authority over one draftsman. It does not appear that either the senior designing engineers or the process engineers can effect or recommend changes in the status of the employees subject to their direction. The metallurgist, however, as head of the laboratory Department, has supervisory authority over the laboratory assistant and can make recommendations affecting his employee status. We shall exclude the metallurgist from the unit and include the designing engineers and the process engineers.

We find that the following groups of the Company's employees constitute units appropriate for the purposes of collective bargaining, within the meaning of Section 9 (b) and Section 2 (6) and (7) of the Act.

(1) All office and clerical employees of South Bend Plant #1 of Oliver Farm Equipment Company, employed in the General Administrative Office, Accounting and Cost Division, Methods and Standards Department, Production Department, Purchasing Department, Sales Order and Billing Department, Service Department, Warehouse Division, Receiving Division, Inspection Department, and Foundry Division, including all employees listed in Appendices A, B, and C, inventory supervisors, senior shipping clerk, senior receiving clerks, checker and unloading clerk, accounts payable supervisor, stores order department supervisor, cashier-bookkeeper, head process clerk, senior and junior process clerks, time-study rate clerk, senior and junior timekeepers, controlled material analyst, assistant manager of the service department, senior jobbing order clerk, pricing department supervisor, accountant (returned goods), senior billing clerk, head specification clerk, senior specification clerk, assistant purchasing agents, production section heads, production schedule clerk, and quota and shipping clerk, but excluding employees at Plant #2 who are not on the pay roll of Plant #1, all employees listed in Appendix D, senior accountant in pay-roll department, assistant time-study super-

<sup>8</sup> See *Matter of Curtiss-Wright Corporation (Airplane Division, Louisville, Kentucky)*, 52 N. L. R. B. 805; *Matter of Boston Edison Company*, 51 N. L. R. B. 186.

visor, time-study men, assistant supervisor in the Sales Order Department, Billing Department supervisor, assistant production supervisors, and all other supervisory employees with authority to hire, promote, discharge, discipline, or otherwise effect changes in the status of employees, or effectively recommend such action, and

(2) All technical employees of South Bend Plant #1 of Oliver Farm Equipment Company, including process engineers, senior and junior designing engineers, draftsmen, and laboratory assistants, but excluding the chief designing engineer, assistant chief designing engineer, chief process engineer, metallurgist, and all other supervisory employees with authority to hire, promote, discharge, discipline, or otherwise effect changes in the status of employees, or effectively recommend such action.

#### V. THE DETERMINATION OF REPRESENTATIVES

There is pending before the Board a proceeding against the Company upon charges alleging unfair labor practices; however, the Union desires an early election and has formally waived the right to protest an election in this case on any grounds set forth in that proceeding.<sup>9</sup>

We shall direct that the question concerning representation which has arisen be resolved by an election by secret ballot among the employees in the appropriate unit who were employed during the pay-roll period immediately preceding the date of our Direction of Elections herein, subject to the limitations and additions set forth in said Direction.

#### DIRECTION OF ELECTIONS

By virtue of and pursuant to the power vested in the National Labor Relations Board by Section 9 (c) of the National Labor Relations Act, and pursuant to Article III, Section 9, of National Labor Relations Board Rules and Regulations—Series 3, it is hereby

DIRECTED that, as part of the investigation to ascertain representatives for the purposes of collective bargaining with Oliver Farm Equipment Company, South Bend, Indiana, elections by secret ballot shall be conducted as early as possible, but not later than thirty (30) days from the date of this Direction, under the direction and supervision of the Regional Director for the Thirteenth Region, acting in this matter as agent for the National Labor Relations Board, and subject to Article III, Sections 10 and 11, of said Rules and Regulations, among the employees in the units found appropriate in Section IV, above, who were employed during the pay-roll period immediately preceding the date of this Direction, including employees who did not

<sup>9</sup> Case No. 13-C-2181.

work during said pay-roll period because they were ill or on vacation or temporarily laid off, and including employees in the armed forces of the United States who present themselves in person at the polls, but excluding any who have since quit or been discharged for cause and have not been rehired or reinstated prior to the date of the election, to determine whether or not they desire to be represented by United Farm Equipment & Metal Workers of America, affiliated with the C. I. O., for the purposes of collective bargaining.

### ORDER

IT IS HEREBY ORDERED that the petition for investigation and certification of representatives of all patternsmiths of Oliver Farm Equipment Company, South Bend, Indiana, filed by the United Farm Equipment & Metal Workers of America, affiliated with the C. I. O., be, and it hereby is, dismissed.

### APPENDIX A

General Administration Office  
    Mail Clerk Messenger  
Accounting and Cost Division  
    Stores Record Clerk  
    Stores Order Clerk  
Production Department  
    Typist Clerks  
    Production Order Clerks  
    Production Record Clerks  
    Shortage Clerk  
    Production Spot Checkers  
    Inventory Counters  
Purchasing Department  
    Priorities Clerk  
    Typist Clerk  
Sales Order and Billing Department  
    Order Clerks, Sr.  
    Comptometer Operator  
    Ditto Operator  
    Order Editor  
    Order Specification Clerk  
    Billing Machine Operators  
    Typist Clerk  
Warehouse Division  
    Shipping Clerks, Jr.

Inspection Department  
    Inspection Department Clerk  
Forge Division  
    Schedule and Dispatch Clerk  
Factory  
    Schedule and Dispatch Clerk  
    Production Record Clerk

#### APPENDIX B

General Bookkeeper-Assistant Cashier and Secretary to Office  
    Manager  
Secretary to Traffic Manager  
Secretary to Works Accountant  
Secretary to Time-Study Supervisor  
Secretary to Assistant Time-Study Supervisor and Divisional  
    Superintendents  
Secretary to Production Manager  
Secretary to Purchasing Agent  
Secretary to Director of Purchasing  
Secretary to Controlled Material Analyst  
Secretary to Manager of Sales Order and Billing Department  
Secretary to Service Manager  
Secretary and Assistant, to Chief Designing Engineer

#### APPENDIX C

General Administrative Office  
    Bookkeeping Machine Operator  
    Switchboard Operator  
Accounting and Cost Division  
    Cost Clerk, Senior  
    Budget Analyst  
    Cost (detail) Clerk, Senior  
    Accountant, Senior  
    Pay-roll Clerks, Senior and Junior  
    Addressograph Operator and Clerk  
    Ditto Machine Operator  
Methods and Standards Division  
    Typist Clerk  
Purchasing Department  
    Stenographer Clerk  
Sales Order and Billing Department  
    Billing Recap Clerk  
Foundry Division  
    Chief Foundry Clerk

## APPENDIX D

General Administration Office  
Plant Manager  
Secretary to Plant Manager  
Office Manager  
General Traffic Manager and Assistant Office Manager  
Traffic Manager

Accounting and Cost Division  
Cost Department Supervisor  
Works Accountant

Methods and Standards Department  
Time-Study Supervisor

Production Department  
Production Manager

Purchasing Department  
Purchasing Agent

Sales Order and Billing Department  
Department Manager

Employment Department  
Personnel Director  
Secretary to Personnel Director  
Employment Interviewer  
Typist Clerks  
Industrial Nurses  
Safety Clerk

Service Department  
Service Manager

Warehouse Division  
Superintendent of Warehouse and Shipping

Receiving Division  
Receiving Department Foreman

Inspection Department  
Chief Inspector

Forge Division  
Superintendent of Forge Division

Factory  
Supervisor of Fabricated Parts Stock

Foundry Division  
Superintendent of Foundry Division

